AP1. APPENDIX 1

IMPLEMENTATION PLAN ACTIONS

TABLE OF CONTENTS

1.0 CONTEXT FOR APPENDIX 1 TO THE TRAINING TRANSFORMATION IMPLEMENTATION PLAN

1.1. Purpose of Appendix 1

The purpose of this Appendix to the Implementation Plan is to describe the specific ways and means of developing, implementing, and assessing the Training Transformation Capabilities outlined in the plan. The desired capabilities are refined into components and measurable or demonstrable objectives. Objectives are assigned to lead and supporting agents. The actions necessary to meet those objectives are then identified. This Appendix of the Implementation Plan provides the milestones associated with each task and the level of detail sufficient to inform the funding process. Appendix 1 is a living document that will be updated annually to inform the Training Transformation planning and investment processes.

1.2. Audience for Appendix 1

Appendix 1 is intended to support the information needs of the Department of Defense planners, program managers, and policy and resource decision makers.

1.3. Supporting Actions

All parts of the Implementation Plan are subject to revision. The supporting actions in this Appendix are expected to be the most volatile over time. Appendix 1 will be continually updated to reflect progress and changing priorities of Training Transformation. As a management tool, it will focus attention on actions requiring additional resources or course corrections in the current planning cycle.

Intentionally Blank

2.0   JOINT KNOWLEDGE DEVELOPMENT AND DISTRIBUTION CAPABILITY

2.1.   Concept:

This capability drives the transformation of our military forces by creating, imparting, and applying knowledge in new and different ways to individuals and small groups. It will distribute knowledge using a dynamic global knowledge network that provides immediate access to the precise education, training, mission planning or rehearsal resources.

2.2.   Capability Component: Joint Military Leader Development Continuum

2.2.1.   Action: Develop and distribute online a core curriculum for Joint Military Leader Development.

2.2.1.1.   Capability: Joint Knowledge Development and Distribution Capability

2.2.1.2.   Capability Component: Joint Military Leader Development Continuum

2.2.1.3.   Lead Agency: Chairman, Joint Chiefs of Staff (CJCS) (Joint Staff/J7)

2.2.1.4.   Collaboration Agencies: National Defense University, Services (and their National Guard and Reserve forces), Senior Service Colleges, USJFCOM, and other Combatant commands

2.2.1.5.   2002 Strategic Plan Action Number: 4.1.2.

2.2.1.6.   Roadmap:
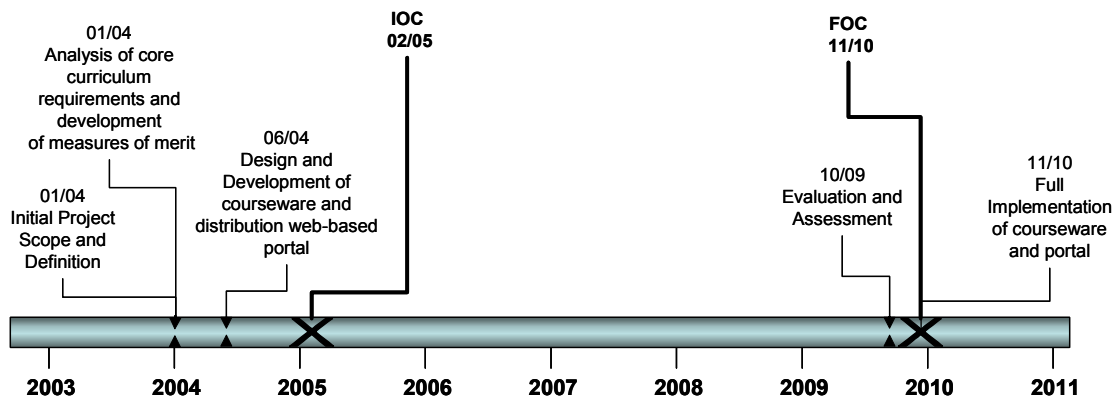
Action 2.2.1 Figure 1

2.2.1.7.   Overall Intent: The intent of this supporting action is to provide joint learning through the use of current and future advanced distributed learning methods that leverage technology and integrate with necessary systems to achieve future Training Transformation requirements through the delivery of a core joint curriculum. This supporting action uses a standard program development methodology to identify requirements, analyze results, design and develop courseware and a Web-based portal architecture, develop and execute an implementation plan, and conduct a comprehensive

evaluation and assessment process.

2.2.1.8.   Initial Project Scope and Definition.

2.2.1.8.1.   Intent: This subtask will build upon service and industry systems to synchronize DoD's advanced distributed learning effort with the Training Transformation initiative and develop program management requirements. The synchronization process establishes policy, reduces redundancies, ensures certification standards, and establishes a program of action. The development of program management requirements focuses on identifying customer requirements, determining measures of merit, developing a master schedule, obtaining senior level buy-in, defining the staffing and resource requirements, defining and establishing required support processes, and formulating policy for coordinating the military education and training of service members. Joint officer management policy will address the Joint Professional Military Education requirements for the National Guard and Reserve forces. National Guard and Reserve officers serve in non-Joint Staff Officer billets, in Title 10 status on the Joint Staff, at combatant commands and Joint Task Forces (JTF); and combatant commander battle staffs and operational Joint Task Forces require significant Guard and Reserve augmentation while conducting operational missions. Additionally, before being nominated to be a Reserve Component Chief, Title 10 law requires the nominee to meet several qualifying requirements, one of which states: "is determined by the Chairman of the Joint Chiefs of Staff, in accordance with criteria and as a result of a process established by the Chairman, to have significant joint duty experience."

2.2.1.8.2.   Key Milestone (January, 2004): Project scoped and defined.

2.2.1.8.3.   Measure of Success: Requirements definition complete for developing core curriculum, information technology development processes, terms of reference, instructional system design (ISD) standards, and learning management system (LMS) requirements; and standards for courseware development are established.

2.2.1.9.   Analysis

2.2.1.9.1.   Intent: The analysis subtask will review and organize the requirements and establish and coordinate core competencies for joint specialty and joint staff officers. In addition, the subtask will conduct a three-phased collaborative analysis of the core curriculum to baseline documents for developing learning requirements, to identify what needs to be done both for education and for training, and to conduct a cost-benefit analysis. Lastly, the subtask establishes the necessary measures of merit needed to evaluate overall progress and effectiveness.

2.2.1.9.2.   Key Milestone (January, 2004): Core curriculum identified for known requirements.

2.2.1.9.3. Measure of Success: Analysis must identify requirements for a Joint Professional Military Education core curriculum that support all work breakdown structure activities identified in the three-phased collaborative analysis; 100% of the instructional system design process complete.

2.2.1.10. Design and Development:

2.2.1.10.1. Intent: The design and development of courseware and a distribution method are the focus of this subtask. Courseware design revolves around a detailed core curriculum development process, selecting learning strategies and conducting necessary evaluations. The Joint Advanced Distributed Learning enterprise architecture, also called the joint collaborative learning environment, must be designed, but will also capitalize on existing service capabilities. This effort involves the design and documentation of a top-level structure that functions as a portal, the integration of data retrieved through use of data marts and Web warehouse data repositories. The development phase implements a systematic set of procedures for the Joint Advanced Distributed Learning education and training programs. During this phase, courseware will be developed in parallel with the integrated development plan. A prototype portal will also be developed that will be used to distribute the courseware.

2.2.1.11. Key Milestones:

2.2.1.11.1. Milestone 1 (January, 2004): Joint courseware and Joint Advanced Distributed Learning architecture designed.

2.2.1.11.1.1. Measure of Success: Joint Advanced Distributed Learning architecture must include portal specifications, descriptions of data marts and Web warehouse relationships, and learning management system integration requirements.

2.2.1.11.2. Milestone 2 (June, 2004): Prototype Distributed Learning Capability.

2.2.1.11.2.1. Measure of Success: First five advanced distributed learning courses are completed and available via the advanced distributed learning prototype portal; Joint Advanced Distributed Learning architecture includes refined portal specifications, descriptions of data marts and Web warehouse relationships, and learning management system integration requirements; instructional development systems process is fully developed; policy drafted.

2.2.1.11.3. Milestone 3 (November, 2004): Integrated development and implementation plan complete.

2.2.1.11.3.1. Measure of Success: Includes an integrated plan to execute FY04 courseware implementation while developing subsequent FY courseware.

2.2.1.12. Implementation

2.2.1.12.1. Intent: This subtask tackles the implementation of courseware, the implementation of information technology infrastructure, and the implementation of the business infrastructure. Courseware implementation involves the certification and approval of courses. It also includes a train-the-trainer program as well as procedures to connect course data to personnel and learning management systems. Implementing the information technology infrastructure centers on obtaining an approved computer systems requirements document, employing use of hardware and associated software tools, and using joint course certification standards. The implementation of business infrastructure concentrates on the evaluation and use of military and civilian accreditation, the design of joint military leader continuum, acquiring instructor and subject matter expert support, and implementing organizational changes.

2.2.1.12.2. Key Milestone (November, 2010): Complete full operational capability (FOC) of Joint Advanced Distributed Learning enterprise architecture.

2.2.1.12.3. Measure of Success: All courses available for advanced distributed learning; first wave of learners complete courseware developed in FY09; architecture updated to reflect FY08 requirements; course completion certified and validated for FY09 courses, and course completion tracking enabled.

2.2.1.13. Evaluation and Assessment

2.2.1.13.1. Intent: This subtask will measure the impact of instructional methods and technology on student performance and learning outcomes so adjustments can be made to meet FOC by November 2010.

2.2.1.13.2. Key Milestone (October, 2009): Evaluation and assessment complete; final user evaluation and acceptance.

2.2.1.13.3. Measure of Success: Fully evaluated and assessed development of joint core curriculum that provides a user-centric, electronic gateway to learning through advanced distributed learning; provides learning objectives derived from Universal Joint Task List/Mission Essential Task List tasks; provides individual joint education and training courseware; provides Joint Professional Military Education advanced distributed learning enhancements; integrates with existing learning databases; and adequately prepares service members, to include the National Guard and Reserve forces, for individual joint assignments; operational evaluation successfully completed.

2.2.1.14. Initial Operational Capability (IOC) (February, 2005):

2.2.1.14.1. Intent: Achieve IOC of the joint collaborative learning environment portal.

2.2.1.14.2. Measure of Success: A minimum of thirteen courses available via advanced distributed learning and first wave of students complete courseware; architecture updated to reflect FY04-05 requirements.

2.2.1.15. FOC (November, 2010):

2.2.1.15.1. Intent: Core curriculum for military leader development complete.

2.2.1.15.2. Measure of Success: Full development of joint core curriculum achieved that provides a user-centric, electronic gateway to learning through advanced distributed learning; provides learning objectives derived from Universal Joint Task List/Mission Essential Task List tasks; provides individual joint education and training courseware; provides Joint Professional Military Education advanced distributed learning enhancements; integrates with existing learning databases; and adequately prepares service members, to include the National Guard and Reserve forces, for individual joint assignments; operational evaluation successfully completed.

2.2.1.16. Dependencies and Linkages: This Supporting action has no dependencies that would hinder or prevent completion. Each subtask associated with this supporting action is linked to applicable subtasks associated with the supporting action to fully implementing the Joint Training System. This supporting action also has linkages coming from the supporting actions to fully implement the Specialist Program and the tracking of joint qualifications. All linkages among supporting actions are identified in their applicable work breakdown structure.

2.2.1.17. Blocks I, II and III Projected Outcomes.

Supporting Action 2.2.1	Block I			Block II		Block III		
	2003	**2004**	**2005**	**2006**	**2007**	**2008**	**2009**	**2010**
Develop and distribute joint core curriculum								
Project definition								
Analysis								
Design and development								
Implementation								
Evaluate and assess process				IOC				FOC

Outcomes	Outcomes	Outcomes
• Customer requirements established • Resources and support requirements established • Policy for coordinating military education and training established • Integrated development and implementation plan complete • Collaborative analysis complete • Initial series of courses delivered • Core curriculum requirements identified • IOC achieved • Joint courseware and JADL architecture designed • Prototype distributed learning capability completed	• Second series courses delivered • Ongoing technology hardware development and testing	• Enterprise architecture complete • Process evaluation complete • Final series of courses delivered • FOC achieved

Action 2.2.1 Table 1

2.2.1.18. Current Situation/Status: Supporting action work breakdown structure complete. Coordinating with stakeholders. Developing a memorandum of understanding with principles.

2.2.1.19. POC: Joint Staff, J7/JDETD/JEB, 614-2324/614-2324.

3.0   JOINT NATIONAL TRAINING CAPABILITY

3.1.   Concept:

This capability prepares forces by providing units with an integrated live, virtual, and constructive training environment that allows accurate, timely, relevant, and affordable training and mission rehearsal in support of specific operational needs.

3.2.   Capability Component: Joint Management Office

3.2.1.   Action: Study the future requirements for a Joint National Training Capability for specific functional areas.

3.2.1.1.   Capability: Joint National Training Capability (JNTC)

3.2.1.2.   Capability Component: Joint Management Office

3.2.1.3.   Lead agency: Center for Naval Analyses

3.2.1.4.   Collaboration Agencies: Office of the Under Secretary of Defense for Personnel and Readiness (OUSD (P&R)), Services, the Joint Chiefs of Staff, the Joint Forces Command, other combatant commanders, combat support agencies, OUSD (P&R) support contractors, and other federally funded research and development centers.

3.2.1.5.   2002 Strategic Plan Action Number: Not applicable

3.2.1.6.   Road Map
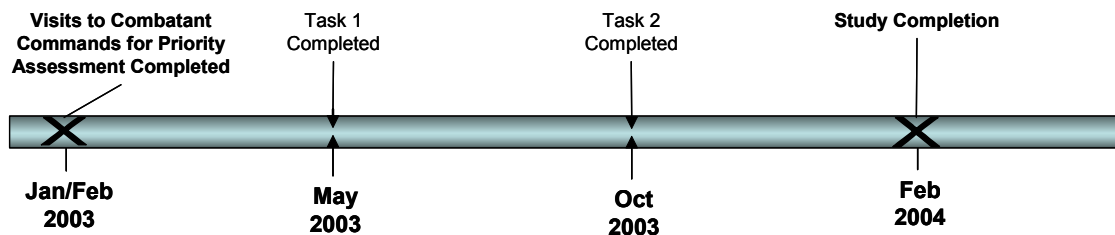
Action 3.2.1 Figure 1

3.2.1.7.   Overall intent: The overall intent of this study is to conduct analysis of current and emerging defense missions and operational requirements; identify specific functional areas where additional capabilities are needed; review current and potential DoD unit training assets; consider underutilized assets or opportunities to reuse existing assets for joint training, determine the cost-benefit ratio, and make recommendations that can be presented to the Deputy Secretary of Defense.

3.2.1.8.   Task 1: Assess operational missions and supporting training assets.

3.2.1.8.1.   Intent: The primary focus of task one is the assessment of current and future missions and operations by functional area. The secondary focus of task one is

the assessment of current unit training assets to provide future functional training capability.

3.2.1.8.2. Key Milestone (May 2003): Identify priority functional areas and potential shortfalls in existing training facilities and capabilities.

3.2.1.8.3. Measure of Success: A list of functional training areas that meet the following criterion. This list will provide the basis for completing task two.

3.2.1.8.4. At least one combatant command staff has expressed that functional area to be a training priority, and the need for better or different training in that functional area.

3.2.1.8.5. Current and planned training facilities or resources are potentially not able to provide better or different training for that functional area.

3.2.1.9. Task 2: Identify training alternatives.

3.2.1.9.1. Intent: Identify various alternatives for new Joint National Training Capabilities by functional area. Analyze alternatives with respect to underutilized DoD or other geographic areas. Perform in-depth cost-benefit analyses for each alternative.

3.2.1.9.2. Key milestone (October 2003): Identification of resources per year that would be required to prepare each new JNTC site to meet the desired functional capability.

3.2.1.9.3. Measure of Success: Provide recommendations for training alternatives with sufficient detail for presentation to the Deputy Secretary of Defense.

3.2.1.10. Dependencies and Linkages: There are no dependencies and no direct linkages. However, if the Deputy Secretary of Defense decides to implement one or more of the study recommendations, there could be linkages to many of the other tasks.

3.2.1.11. Current situation/status of action: Study is ongoing and task one is on schedule to be completed by May 2003.

3.2.1.12. POC: Center for Naval Analyses: Project director, (703)824-2257, DoD: Readiness and Training Office, OUSD (P&R), (703) 614-9550.

3.3. Capability Component: Integrate Joint Simulations and Range Instrumentation

3.3.1. Action: Conduct a requirements analysis, and develop the functional and technical requirements for the integrated live, virtual, and constructive (LVC) environment.

3.3.1.1. Capability: Joint National Training Capability (JNTC)

3.3.1.2. Capability Component: Joint Management Office (JMO)

3.3.1.3. Lead Agency: USJFCOM Joint Force Trainer JNTC JMO

3.3.1.4. Collaboration Agencies: Combatant commands, Services, combat support agencies, Office of the Deputy Under Secretary of Defense for Readiness

3.3.1.5. 2002 Strategic Plan Action Number: 4.2.2.(a)

3.3.1.6. Roadmap:
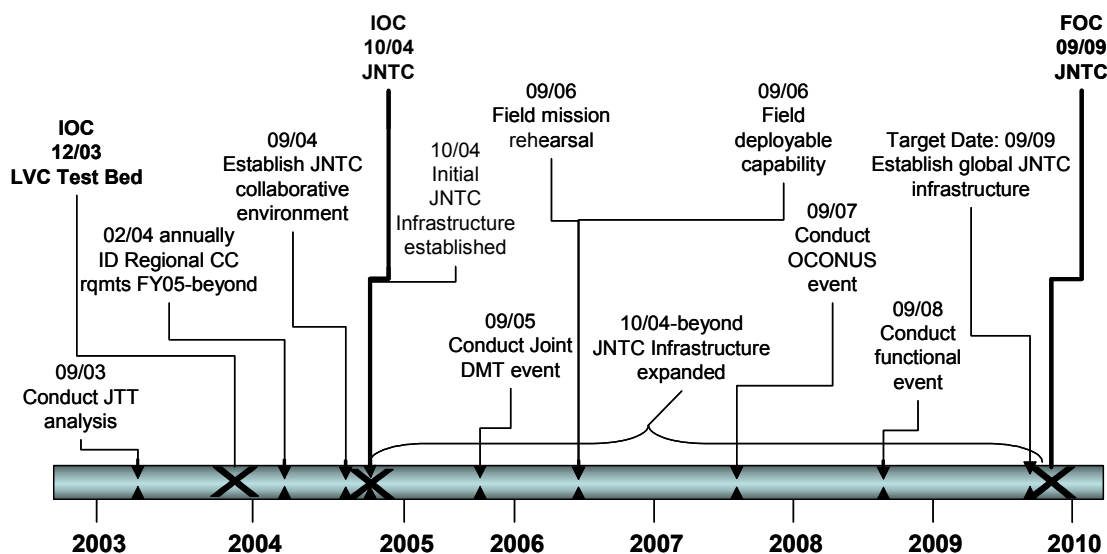
Action 3.3.1 Figure 1

3.3.1.7. Overall Intent: The JNTC Joint Management Office will continue to define operational requirements, which will then be supported by technical and functional solutions that are adaptable and agile in order to accommodate integrated LVC global, multinational, deployable, and mission rehearsal capable joint training. Combatant command, combat support agency, and service operational requirements will drive the joint tasks to be trained at JNTC certified sites. Through the Joint Training System and Joint Exercise Life Cycle processes, events, systems, and sites will be nominated to satisfy operational requirements under JNTC certification and accreditation standards.

3.3.1.7.1. Continually review Joint Tasks and submit revisions and additions of the Universal Joint Task List (UJTL) to the Joint Staff J-7.

3.3.1.7.2. Intent: The UJTL must accurately reflect operational capabilities in order to provide a common language for operational requirements. Continual analysis of the UJTL as capability requirements emerge will standardize training objectives and aid in Defense Readiness Reporting System standards.

3.3.1.7.3. Key milestones: Begin analysis in 3QFY03

3.3.1.7.4. Measure of Success: The UJTL accurately reflects combatant commander required capabilities and Joint Mission Essential Task List (JMETL) needs.

3.3.1.8. LVC Test Bed Initial Operational Capability (IOC)

3.3.1.8.1. Intent: Establish a test bed of an integrated and instrumented collection of interoperable systems and interfaces that enable construction and management of test/training/experimentation environments comprised of integrated LVC entities.

3.3.1.8.2. Key Milestones: IOC 1QFY04

3.3.1.8.3. Measure of Success: Test bed established that enables new training concept of operations (CONOPS) that drives efficiency of planning and conduct of complex JNTC events.

3.3.1.9. Conduct Joint Tactical Task analysis

3.3.1.9.1. Intent: The intent of this task is to conduct analysis of the existing joint tasks to establish applicable conditions and standards for the task. Analysis will include the identification of the service tasks that support and contribute to the accomplishment of the larger Joint Tactical Tasks.

3.3.1.9.2. Key Milestones: 4QFY03

3.3.1.9.3. Measure of Success: A readily available tool exists that enables the development of the collection management plan for future JNTC events.

3.3.1.10. Identify regional combatant commander requirements for inclusion of intergovernmental, interagency, coalition, and multinational training requirements in FY05 and beyond events.

3.3.1.10.1. Intent: This task begins the process to routinely integrate war fighter operational and training requirements into the USJFCOM Training Plan development process that results in a coherent strategy for presentation at the Worldwide Joint Training Conference and Worldwide Joint Scheduling Conference. FY03's plan will address FY05 JNTC events and subsequent years' Training Plans will address future year JNTC events.

3.3.1.10.2. Key Milestones: Conduct Worldwide Joint Training Conference September of each year and World Wide Joint Scheduling Conference February of each year.

3.3.1.10.3. Measure of Success: A coherent training plan is presented at the Worldwide Joint Training Conference that addresses war fighter requirements and results in a synchronized training schedule at the Worldwide Joint Scheduling Conference.

3.3.1.11. Establish a collaborative environment where JFCOM, combatant commands, Services, and combat support agencies can participate in the development of coordinated JNTC training plans, and cooperative execution of the Joint Event Life Cycle.

3.3.1.11.1. Intent: The collaborative environment enables planning efforts that result in a coherent training plan to be delivered at the Worldwide Joint Training Conference and Worldwide Joint Scheduling Conference.

3.3.1.11.2. Key Milestones: Operational by 4QFY04

3.3.1.11.3. Measure of Success: A collaborative environment exists that reduces cost and increases efficiency associated with the planning effort.

3.3.1.12. Establish global infrastructure functional and technical requirements.

3.3.1.12.1. Intent: At full operational capability (FOC), the current JNTC vision of a global, multinational network of integrated live, virtual, and constructive components that provides a seamless training environment that supports a broad spectrum of joint and service training requirements is realized.

3.3.1.12.2. Key Milestones: FOC FY09

3.3.1.12.3. Measures of Success: Implementation of a global, multinational network of integrated live, virtual, and constructive components that provides a seamless training environment that supports a broad spectrum of joint and service training.

3.3.1.13. IOC: October 2004

3.3.1.13.1. Intent: Capability to demonstrate a Thrust 1 (Horizontal Training), Thrust 2 (Vertical Training), and Thrust 3 (Integration) JNTC event.

3.3.1.13.2. Measure of Success: JNTC Thrust 1, 2, and 3 events have been successfully demonstrated with lessons learned applied to future events. Processes validated that show combatant commander requirements being addressed and assessed in JNTC events.

3.3.1.14. FOC: October 2009

3.3.1.14.1.   Intent: Routine execution of all JNTC events with agile and versatile processes that incorporate emerging capabilities with focus on war fighter requirements.

3.3.1.14.2.   Measure of Success: Emerging capabilities and requirements are routinely integrated into an integrated live, virtual, and constructive joint training environment that improves global, multinational, deployable, and mission rehearsal capable joint training. Success for this action will be achieved when the resources, infrastructure, and processes are in place within the JNTC Joint Management Office to routinely act on foreseeable operational requirements and quickly and efficiently react to unforeseen operational requirements. Simply put, the JNTC JMO must be able to integrate quickly and efficiently war fighter capabilities development requirements into all four phases of the Joint Training System and integrate them into the integrated LVC environment. Success will be measured in improved readiness reporting rates under the Defense Readiness Reporting System.

3.3.1.15.   Dependencies and Linkages: Accomplishment of this action is dependent upon the overall process of identifying and analyzing prioritized and clearly communicated operational requirements. These requirements will form the basis for the development of coherent capability improvement strategies that will be executed in the JNTC training environment

3.3.1.16. Blocks I, II, and III Projected Outcomes

Supporting Action 3.3.1	Block I			Block II		Block III		
	2003	**2004**	**2005**	**2006**	**2007**	**2008**	**2009**	**2010**
Conduct Joint Training Task (JTT) analysis	▬▬							
Conduct joint task reviews	▬▬▬▬▬▬▬▬▬▬▬▬▬▬▬▬▬▬▬▬▬▬▬→							
Establish JNTC collaborative environment		▬▬						
ID regional combatant commander rqmts FY04 and beyond		▬▬▬▬▬▬▬▬▬▬▬▬▬▬▬▬▬▬▬▬→						
LVC Test Bed IOC	▬							
JNTC Bridging Event Infrastructure	▬▬							
JNTC infrastructure IOC	▬							
		IOC					FOC	

Outcomes	Outcomes	Outcomes
• JTT analysis completed • JNTC LVC Test Bed IOC • Initial JNTC infrastructure established • Initial Joint task review completed • Regional combatant commander requirements FY05 and beyond events completed • JNTC collaborative environment established • JNTC IOC established	• JNTC infrastructure expanded	• JNTC FOC achieved • Global JNTC infrastructure established

Action 3.3.1 Table 1

3.3.1.17. Current Situation/Status of Action: This task describes an on-going action plan that will continue to be executed as operational requirements are defined for the JNTC. Initial requirements analysis is ongoing for pre-IOC events. The adaptable and dynamic list of requirements will be expanded from IOC to FOC to include interagency, multinational, functional, deployable, and mission rehearsal capable requirements as processes are executed to identify requirements and plan events to address those requirements using the Joint Training System.

3.3.1.18. POC: JNTC JMO, (757) (DSN 668) 686-7127.

3.3.2.   Action: Establish infrastructure for, and interoperability between integrated live, virtual, and constructive training systems in support of defined joint force training requirements.

3.3.2.1.   Capability: Joint National Training Capability (JNTC)

3.3.2.2.   Capability Component: Joint Management Office (JMO)

3.3.2.3.   Lead Agency: USJFCOM Joint Force Trainer JNTC JMO

3.3.2.4.   Collaboration Agencies: Combatant commands, Services, combat support agencies, Office of the Deputy Under Secretary of Defense for Readiness, and Defense Modeling and Simulation Office

3.3.2.5.   2002 Strategic Plan Action Number: 4.2.2.(b)

3.3.2.6.   Roadmap:
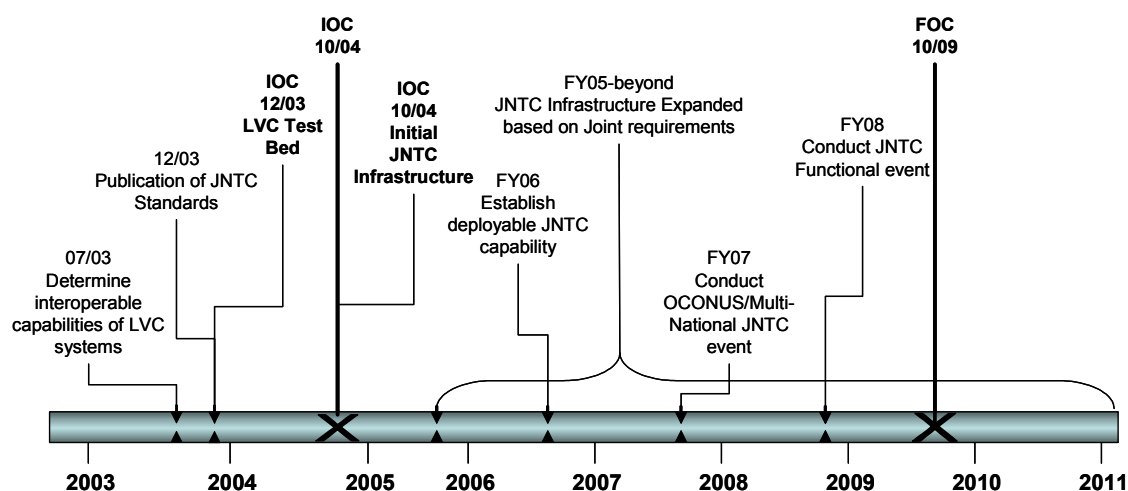
3.3.2 Figure 1

3.3.2.7.   Overall intent: This task calls for a future interoperability end state where service and joint integrated live, virtual and constructive (LVC) training systems are routinely inter-connected to support joint training and mission rehearsal events. The intent is to provide a flexible plug-and-play capability where training systems can be collectively assembled as required for a multitude of training configurations. These training configurations will provide the seamless realistic environment for the training audience to train as they would fight. Interoperability will be achieved through established standards and architectures for simulations, joint communications, range integration, and exercise control.

3.3.2.8.   Determine existing level of interoperable capabilities between defined integrated live, virtual, and constructing training systems.

3.3.2.8.1.   Intent: Execution of this task will result in the establishment of a baseline of current capability. This baseline will help determine candidate systems for JNTC investment.

3.3.2.8.2.   Key milestones: 4QFY03

3.3.2.8.3.   Measures of Success: A readily available and agile database of candidate JNTC systems that facilitates the cost-benefit analysis of JNTC investment for each system.

3.3.2.9.   Establish JNTC technical standards to ensure future interoperability between JNTC systems.

3.3.2.9.1.   Intent: The development of a capstone requirements document (CRD) (or like vehicle) that clearly articulates standards that the acquisition community must meet in order to ensure interoperability of future JNTC systems. Systems will be "born joint" as opposed to investing in "translators" or "interpreters" to ensure interoperability.

3.3.2.9.2.   Key Milestones: Publication of standards in 4QFY03.

3.3.2.9.3.   Measures of Success: A CRD-like document is published that clearly articulates JNTC technical standards. Successful task completion requires future software development to comply with existing simulation/stimulator interoperability standards.   Successful task completion additionally entails leveraging of emerging distributed test/training initiatives, to include: Test and Training Enabling Architecture (TENA), Next Generation Range Instrumentation (NexRI), Common Training Instrumentation Architecture/Objective Instrumentation Systems (CTIA/OIS), Tactical Combat Training System (TCTS), Range Instrumentation System (RIS), Joint Distributed Engineering Plant (JDEP), and Interoperability Test & Evaluation Capability (InterTEC) among many others. Successful task completion is achieved when: other interfaces/gateways (High Level Architecture, DIS, etc.) are identified; simulation-to- Command, Control, Communications, Computers, Intelligence, Surveillance, and Reconnaissance (C4ISR) interoperability standards are identified; Opposing Forces (OPFOR) C4I across all venues occurs; and Observer/Controller C4I across all venues occurs. Compliance with the CRD and technical standards developed under this task will be assessed in the integrated LVC test bed and sustainment of the compliance assured as criteria for certification of JNTC venues.

3.3.2.10.   LVC Test Bed Initial Operational Capability (IOC)

3.3.2.10.1.   Intent: Establish a distributed test bed consisting of legacy and advanced technology systems in order to design, develop, analyze, test, and integrate capabilities and conduct experimentation. The integrated live, virtual, and constructive test bed will provide the ability to evaluate and mature technologies and capabilities before they are inserted into training venues and enable experimentation, development, and test of tactics techniques and procedures.

3.3.2.10.2. Key Milestones: IOC 1QFY04

3.3.2.10.3. Measure of Success: Test bed established that will provide new training capabilities and enables new training concept of operations (CONOPS) to improve upon joint interoperability training shortfalls; drive efficiency of planning, conduct and product (joint force readiness) of complex JNTC events.

3.3.2.11. JNTC infrastructure (range instrumentation, virtual simulators/stimulators, constructive simulation sites, all interconnected) expanded to approximately 30 continental US (CONUS) sites.

3.3.2.11.1. Intent: Given initial, rudimentary site information and ongoing site surveys, it is expected that at IOC, approximately 30 certified JNTC sites will provide the core CONUS capability.

3.3.2.11.2. Key Milestones: IOC, October 2004

3.3.2.11.3. Measure of Success: 30 interconnected, certified sites exist to provide IOC CONUS capability.

3.3.2.12. JNTC infrastructure expanded based on joint requirements.

3.3.2.12.1. Intent: As war fighter requirements are developed and capabilities matured, the list of JNTC certified sites will grow to meet this need. Service and joint investments will aid in this effort and the result will be a growing menu of certified CONUS and outside the continental US (OCONUS) sites and integrated LVC systems to enable joint training at all levels.

3.3.2.12.2. Key Milestones: Post-IOC expansion: FY05 and beyond.

3.3.2.12.3. Measure of Success: Combatant commanders have readily available, JNTC certified, CONUS, and OCONUS training venues to develop and execute training plans.

3.3.2.13. Establish deployable JNTC capability.

3.3.2.13.1. Intent: Establish integrated LVC interoperability between core JNTC systems and the forward footprint systems to achieve the deployable capability. This will enable mission rehearsal and joint training to occur at remote and forward deployed sites locations with minimal forward deployed equipment and reach back to core integrated LVC capabilities.

3.3.2.13.2. Key Milestones: FY06

3.3.2.13.3. Measure of Success: Joint training and mission rehearsal is conducted at forward deployed and remote sites provided via reach-back to core integrated LVC capabilities. Origin of training stimulus is transparent to the training audience and Opposing Forces.

3.3.2.14.   Conduct OCONUS/Multinational JNTC event.

3.3.2.14.1.   Intent: Establish integrated LVC interoperability between core JNTC systems and the forward footprint systems to achieve the OCONUS/Multinational capability.

3.3.2.14.2.   Key Milestones: FY07

3.3.2.14.3.   Measure of Success: Joint training and mission rehearsal is conducted at forward deployed and remote sites via reach-back to core integrated LVC capabilities. Origin of training stimulus is transparent to the training audience and OPFOR.

3.3.2.15.   Conduct JNTC Functional event.

3.3.2.15.1.   Intent: Establish an integrated LVC capability that will enable the training and mission rehearsal of functional domain training (e.g. Joint Urban Operations).

3.3.2.15.2.   Key Milestones: FY08

3.3.2.15.3.   Measure of Success: A readily available functional domain training capability is established to improve joint force readiness. Origin of training stimulus is transparent to the training audience and OPFOR.

3.3.2.16.   IOC: October 2004

3.3.2.16.1.   Intent: LVC interoperability demonstrated during a Thrust 1 (Horizontal Training), Thrust 2 (Vertical Training), and Thrust 3 (Integration) JNTC event.

3.3.2.16.2.   Measure of Success: JNTC Thrust 1, 2, and 3, events have been successfully demonstrated with lessons learned applied to future events. Processes validated that show that the integrated LVC training environment is interoperable and agile enough to react to JNTC operational requirements.

3.3.2.17.   Full Operational Capability (FOC): October 2009

3.3.2.17.1.   Intent: Routine execution of all JNTC events with agile and versatile processes that incorporate emerging capabilities with focus on war fighter requirements.

3.3.2.17.2.   Measures of Success: This task will be considered successfully complete when the joint training system, driven by war fighter validated requirements and standards, includes integrated live (instrumented live systems/platforms), virtual (human in the loop simulators), and constructive (constructive simulations) systems enabling interoperability to a level where the combatant commanders have the appropriate venue to enhance all of their Joint Mission Essential Tasks. Commanders must be able to "pick and choose" certified JNTC sites and systems that allow them to train on a specific joint task or capability. This process will never be fully complete as we must remain agile and adaptable enough to add certified sites and systems that provide a needed venue for joint training, reach back capability, or mission rehearsal

capability. Success of this action will result in readiness rate improvements in the Defense Readiness Reporting System (DRRS).

3.3.2.18. Dependencies and Linkages: As functional (operational) requirements are identified for capability improvement and JNTC events integrated LVC systems must adapt to meet those requirements.

3.3.2.19. Blocks I, II, and III Projected Outcomes

Supporting Action 3.3.2.	Block I			Block II		Block III		
	2003	2004	2005	2006	2007	2008	2009	2010
Baseline LVC capabilities	████							
Establish JNTC technical standards	████							
LVC Test Bed IOC	██							
JNTC infrastructure IOC	█████							
Expanded JNTC infrastructure			██████					
Establish deployable JNTC capability		██████						
Conduct OCONUS JNTC event				████				
Conduct JNTC functional (Thrust 4) event					████			
	JNTC IOC					**JNTC FOC**		

Outcomes	Outcomes	Outcomes
• Existing integrated LVC capabilities baseline established • JNTC technical standards published to promote interoperability • JNTC LVC Test Bed IOC • Initial JNTC infrastructure established	• JNTC infrastructure expanded • OCONUS/Multinational JNTC event conducted	• Thrust 4 (functional training) event conducted • JNTC FOC achieved

Action 3.3.2 Table 1

3.3.2.20. Current situation/status: Development of standards began with the JNTC Working Group (Technical Syndicate and Implementation Syndicate) which met on 3-4 October 2002 and continues with the establishment of working groups for follow-on action. JNTC JMO will develop and document the initial set of standards and protocols for the Global Joint Training Infrastructure, and establish processes to track and enforce Range Commander's Council (RCC), service, and agency compliance within the JNTC. The spiral development process will be implemented to provide incremental JNTC capability releases.

3.3.2.21. POC: JFCOM JMO, Technical Integration, (757) (DSN 668) 836-2236.

3.3.3.   Action: Create a highly adaptable mission rehearsal and joint training capability that is integrated with the Joint Technical Architecture.

3.3.3.1.   Capability and Capability Component: Joint National Training Capability (JNTC) Joint Management Office (JMO) develops and manages processes in order to create a joint training environment that will support training objectives and mission rehearsal. Standards and guidelines as defined in the DoD Joint Technical Architecture will be adhered and followed in order to provide interoperable live, virtual, and constructive (LVC) training systems throughout DoD.

3.3.3.2.   Lead Agency: USJFCOM Joint Force trainer JNTC JMO

3.3.3.3.   Collaboration Agencies: Combatant commands, Services, combat support agencies, Office of the Deputy Under Secretary of Defense for Readiness, and Defense Information Systems Agency

3.3.3.4.   2002 Strategic Plan Action Number: 4.2.2.(d)

3.3.3.5.   Roadmap:
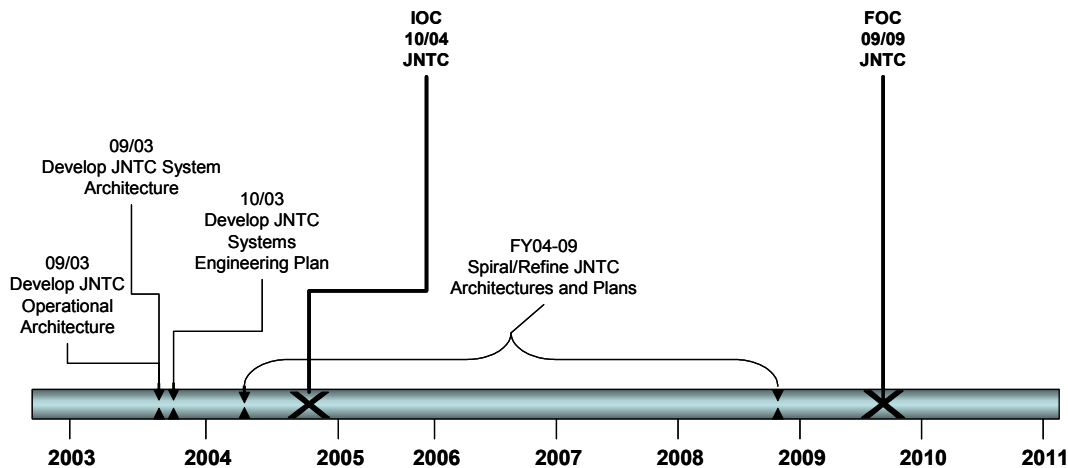
Action 3.3.3 Figure 1

3.3.3.6.   Overall Intent: This task supports the JNTC JMO mission of developing and managing an architecturally based systems engineering process to design, develop, integrate, test, and certify the JNTC system of systems. An overarching framework comprised of operational, system, and technical architectures will be developed to enable the efficient scaling of distributed JNTC capabilities. The JNTC JMO (Technical Integration) will produce design documents and hardware and software design solutions to implement (including integration and testing) a globally distributed training and mission rehearsal capability that is consistent with the requirements of the combatant commander and functional commanders and the combat support agencies.

3.3.3.7. Develop and model the JNTC Operational Architecture.

3.3.3.7.1. Intent: Create an operational architecture view that describes the required tasks and activities, operational elements, and information flows needed to accomplish or support a JNTC event. The architecture will define the types of information exchanged, the frequency of exchange, which tasks and activities are supported by the information exchanges, and the nature of information exchanges in detail sufficient to ascertain specific interoperability requirements.

3.3.3.7.2. Key Milestones: Begin development 4QFY03; continue to adapt as operational requirements emerge.

3.3.3.7.3. Measures of Success: An adaptable operational architecture is developed that identifies war fighter relationships and information needs.

3.3.3.8. Develop the JNTC persistent System Architecture.

3.3.3.8.1. Intent: The persistent System Architecture will describe the fixed systems, interfaces, and physical nodes that will provide the core backbone infrastructure across multiple training and mission rehearsal events. System capabilities, characteristics, and configurations will be traceable to supporting operational requirements as defined in the JNTC Operational Architecture.

3.3.3.8.2. Begin development 4QFY03. Continue to adapt as operational requirements emerge.

3.3.3.8.3. Measures of Success: System capabilities and requirements accurately reflect operational requirements.

3.3.3.9. Develop the JNTC Systems Engineering Plan.

3.3.3.9.1. Intent: The JNTC Systems Engineering Plan will provide the overarching process to design, develop, integrate, and deploy a large scale integrated system of systems based on Operational, Systems, and Technical Architectures. The plan will employ a systems approach to product development, testing and verification, validation and accreditation (VV&A) across product lines and sites.

3.3.3.9.2. Key Milestones: Begin development.1QFY04. Continue to adapt as operational and system requirements emerge.

3.3.3.9.3. Measures of Success: Technical criteria established governing the design, development, integration, and test to successfully deploy interoperable system of systems capabilities that meet operational requirements.

3.3.3.10. Establish Initial Operational Capability (IOC) for this action: October 2004.

3.3.3.10.1. Intent: JNTC Operational, System, and Technical Architectures in place to enable the capability to demonstrate a Thrust 1 (Horizontal Training), Thrust 2 (Vertical Training), and Thrust 3 (Integration) JNTC event.

3.3.3.10.2. Measure of Success: JNTC Thrust 1, 2, and 3, events have been successfully demonstrated with lessons learned applied to future events. Processes validated that show combatant commander requirements being addressed and assessed for JNTC events.

3.3.3.11. Establish Full Operational Capability (FOC) for this action: October 2009.

3.3.3.11.1. Intent: JNTC Operational, System, and Technical Architectures are agile and adaptable to enable routine execution of all JNTC events with agile and versatile processes that incorporate emerging capabilities with focus on war fighter requirements.

3.3.3.11.2. Measure of Success: Emerging capabilities and requirements are routinely integrated into a live, virtual, and constructive joint training environment that improves global, multinational, deployable, and mission rehearsal capable joint training. Success for this action will be achieved when the resources, infrastructure, and processes are in place within the JNTC Joint Management Office to routinely act on foreseeable operational requirements and quickly and efficiently react to unforeseen operational requirements. Simply put, the JNTC JMO must be able quickly and efficiently integrate war fighter capabilities development requirements into all four phases of the Joint Training System and integrate them into the integrated LVC environment. Success will be measured in improved readiness reporting rates under the Defense Readiness Reporting System (DRRS).

3.3.3.12. Dependencies and Linkages: As functional (operational) requirements are identified for capability improvement and JNTC events, the JNTC architecture (operational, systems, and technical) must be refined to meet the new requirements.

3.3.3.13. Blocks I, II, and III Projected Outcomes

Supporting Action 3.3.3	Block I			Block II		Block III		
	2003	2004	2005	2006	2007	2008	2009	2010
Develop/refine JNTC Operational Architecture								
Develop JNTC System Architecture								
Develop JNTC Systems Engineering Plan								
		IOC					**FOC**	

Outcomes	Outcomes	Outcomes
• Initiate warfighter commitment activities • Publish JNTC Operational Architecture • Publish JNTC System Architecture • IOC achieved	• Refine JNTC architectures • Publish JNTC Systems Engineering Plan	• FOC achieved

Action 3.3.3 Table 1

3.3.3.14. Current situation/status: Initial priorities are to establish the JNTC operational and system architectures, perform the JNTC IOC design, implement that design as a regional capability with eventual expansion to a national, then global capability. As JNTC JMO resources increase, technology will be developed/adapted with extensive "plug-and-play" attributes to enable an integrated LVC deployable/mission rehearsal capability.

3.3.3.15. POC: JNTC JMO, Technical Integration, (757) (DSN 668) 836-2236.

3.3.4.   Action: Ensure that Command, Control, Communications, Computers, Intelligence, Surveillance, and Reconnaissance (C4ISR) resources are available to this mission rehearsal and joint training capability.

3.3.4.1.   Capability: Joint National Training Capability (JNTC)

3.3.4.2.   Capability Component: Joint Management Office (JMO)

3.3.4.3.   Lead Agency: USJFCOM Joint Force Trainer JNTC JMO

3.3.4.4.   Collaboration Agencies: Combatant commands, Services, combat support agencies, Office of the Deputy Under Secretary of Defense for Readiness

3.3.4.5.   2002 Strategic Plan Action Number: 4.2.2.(e)

3.3.4.6.   Roadmap
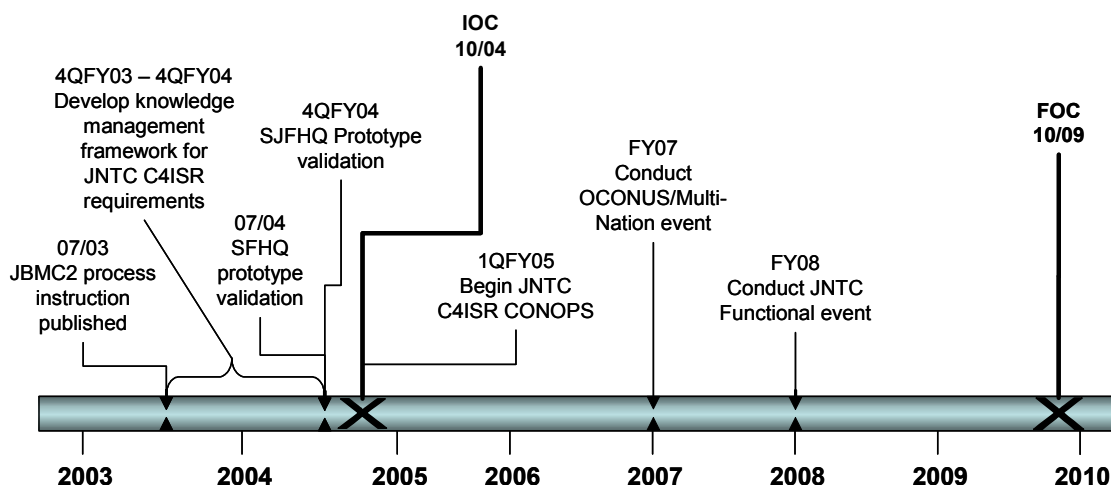
Action 3.3.4 Figure 1

3.3.4.7.   Overall Intent: This task supports the JNTC JMO mission of event accreditation. C4ISR integration is part of the "joint context" required in a JNTC event. The JNTC JMO will determine the appropriate joint context, to include C4ISR capability, for the joint tasks to be conducted for horizontal (Thrust 1), vertical (Thrust 2), and integration (Thrust 3) training events. Concept of operations (CONOPs) will be developed that direct the required exercise command and control capability for; blue force, red force, ground truth, and feedback.

3.3.4.8.   Provide an initial capability to replicate the interaction of a Joint Task Force (JTF) Headquarters and Component Headquarters with appropriate functional and service level structures.

3.3.4.8.1. Intent: Prior to Standing Joint Force Headquarters' (SJFHQ) maturation, existing systems and structures must provide the required C4ISR functions to stimulate the training audience for all JNTC Thrusts. Pre-Initial Operational Capability (IOC) exercises will rely on a robust Joint Exercise Control Group (JECG) and ad hoc organizations to provide these required functions.

3.3.4.8.2. Key Milestones: Pre-IOC events (including bridging events); FY03 and FY 04, SJFHQ prototype validation 4QFY04

3.3.4.8.3. Measures of success: Requisite C4ISR capabilities are in place to provide transparent training objective stimuli and ground truth based feedback for pre-IOC horizontal (Thrust 1), vertical (Thrust 2), and integration (Thrust 3) training events.

3.3.4.9. Integrate C4ISR requirements with emerging Joint Battle Management Command and Control (JMBC2) requirements.

3.3.4.9.1. Intent: With USJFCOM's expanded responsibilities in managing Joint Battle Management Command and Control in accordance with Management Initiative Decision (MID) 912, dated January 7, 2003, it is essential that JNTC C4ISR efforts be aligned with JBMC2 to facilitate priority of effort, effectiveness, and efficiency.

3.3.4.9.2. Key Milestones: 4QFY03; JBMC2 process instruction published.

3.3.4.9.3. Measures of Success: JNTC efforts and JBMC2 efforts are coherent and synchronized.

3.3.4.10. Develop a knowledge management framework that provides access to digital libraries and distributed learning centers in centers of excellence to support JNTC C4ISR requirements (to include SJFHQ).

3.3.4.10.1. Intent: The knowledge management framework provides readily available resources to train JNTC C4ISR assets.

3.3.4.10.2. Key Milestones: Begin development 4QFY03, complete 4QFY04.

3.3.4.10.3. Measures of Success: Knowledge management framework in place that provides access to digital libraries and distributed learning centers in centers of excellence.

3.3.4.11. Integrate C4ISR requirements with emerging SJFHQ prototype development.

3.3.4.11.1. Intent: The emerging SJFHQ concept will provide a readily available, adaptable C4ISR capability for the combatant commanders. The SJFHQ will be a vehicle that helps provide requisite C4ISR capability for vertical (Thrust 2) and integration (Thrust 3) training events that results in realistic combat training, common ground truth, and feedback.

3.3.4.11.2. Key Milestones: SJFHQ Prototype validation 4QFY04.

3.3.4.11.3.   Measures of Success: SJFHQ routinely integrated in JNTC events.

3.3.4.12.   Develop, coordinate, and publish a JNTC CONOPS for C4ISR processes to support horizontal (Thrust 1), vertical (Thrust 2), integration (Thrust 3), and functional (Thrust 4) training events.

3.3.4.12.1.   Intent: With the experience and lessons learned from pre-IOC execution of horizontal (Thrust 1), vertical (Thrust 2), and integration (Thrust 3) training events, an agile framework that describes required C4ISR capabilities for each thrust will be developed. This framework will adapt to requirements from emerging functional (Thrust 4) analysis and development.

3.3.4.12.2.   Key Milestones: Begin development of JNTC C4ISR CONOPS 1QFY05, refine after each JNTC event.

3.3.4.12.3.   Measure of Success: Clearly articulated CONOPS published for horizontal (Thrust 1), vertical (Thrust 2), and integration (Thrust 3) training events.

3.3.4.13.   Conduct outside the Continental US (OCONUS)/Multinational JNTC event that includes C4ISR systems.

3.3.4.13.1.   Intent: Conduct an OCONUS/Multinational event that accounts for the unique C4ISR requirements (i.e., multi-level security) associated with operations with coalition partners.

3.3.4.13.2.   Key Milestones: FY07

3.3.4.13.3.   Measure of Success: Delivered C4ISR capability successfully account for multinational requirements.

3.3.4.14.   Conduct JNTC functional event using C4ISR systems.

3.3.4.14.1.   Intent: Conduct a JNTC functional (Thrust 4) event that accounts for the unique requirements of the desired function.

3.3.4.14.2.   Key Milestones: FY08

3.3.4.14.3.   Measure of Success: To be determined based on functionality desired (i.e., Homeland Security, Joint Urban Operations).

3.3.4.15.   JNTC IOC includes C4ISR system functionality: October 2004

3.3.4.15.1.   Intent: Capability to demonstrate a Thrust 1 (Horizontal Training), Thrust 2 (Vertical Training), and Thrust 3 (Integration) JNTC event with required C4ISR capabilities integrated to provide realistic combat training, common ground truth, and feedback.

3.3.4.15.2.   Measure of Success: JNTC Thrust 1, 2, and 3, events have been successfully demonstrated with lessons learned applied to future events. Processes validated form the basis for the development of CONOPS that provide required C4ISR capabilities for future events.

3.3.4.16.   JNTC Full Operational Capability (FOC) includes C4ISR system functionality: October 2009

3.3.4.16.1.   Intent: Routine execution of all JNTC events with agile and versatile processes that incorporate emerging C4ISR capabilities with focus on war fighter requirements.

3.3.4.16.2.   Measure of Success: Emerging C4ISR capabilities and requirements are routinely integrated into an integrated live, virtual, and constructive joint training environment that improves global, multinational, deployable, and mission rehearsal capable joint training. Success will be measured in improved readiness reporting rates under the Defense Readiness Reporting System (DRRS).

3.3.4.17.   Dependencies and Linkages: As functional (operational) requirements are identified for capability improvement and JNTC events, C4ISR capabilities and systems must adapt to meet those requirements.

3.3.4.18. Blocks I, II, and II, Projected Outcomes

Supporting Action 3.3.4	Block I			Block II		Block III		
	2003	2004	2005	2006	2007	2008	2009	2010
C4ISR availability	████████████████████████████							
Replicate interaction with JTF HQs and component HQs		██████						
Integrate C4ISR and JBMC2 requirements	███████							
Knowledge management framework		███████						
C4ISR requirements integrated with SJFHQ prototype	██							
JNTC C4ISR CONOPS			████████████████████████					
OCONUS/Multinational JNTC event					██████			
JNTC functional event						██████		
		IOC					**FOC**	

	Outcomes	Outcomes	Outcomes
	• Initiate the capability to interact with JTF and component HQs • Integrated C4ISR and JMBC2 requirements • Knowledge management capabilities enable information exchange • Validated SJFHQ prototype	• Published JNTC C4ISR CONOPS • Successfully completed a multinational training event	• Successfully completed a JNTC functional event • Emerging C4ISR capabilities and requirements are integrated into an LVC joint training environment • FOC achieved

Action 3.3.4 Table 1

3.3.4.19. Current situation/status: This action is directly linked to the implementation of the JNTC JMO and the JNTC. Action is ongoing for pre-IOC JNTC events. Specifically, required resources and subsequent processes are being identified and developed to deliver appropriate joint context, to include C4ISR, for pre-IOC events.

3.3.4.20. POC: JNTC JMO, (757) (DSN 668) 686-7217.

3.4. Capability Component: Linkage to Joint Experimentation

3.4.1.   Action: Ensure that results of joint experimentation and lessons learned are routinely integrated into the development of new training processes and systems.

3.4.1.1.   Capability: Joint National Training Capability (JNTC)

3.4.1.2.   Capability Component: Linkage to Joint Experimentation

3.4.1.3.   Lead Agency: USJFCOM Joint Force Trainer Capabilities Group

3.4.1.4.   Collaboration Agencies: Combatant commands, Services, combat support agencies, and Office of the Deputy Under Secretary of Defense Readiness

3.4.1.5.   2002 Strategic Plan Action Numbers: 4.1.4., 4.1.5., 4.2.2.(h)

3.4.1.6.   Roadmap
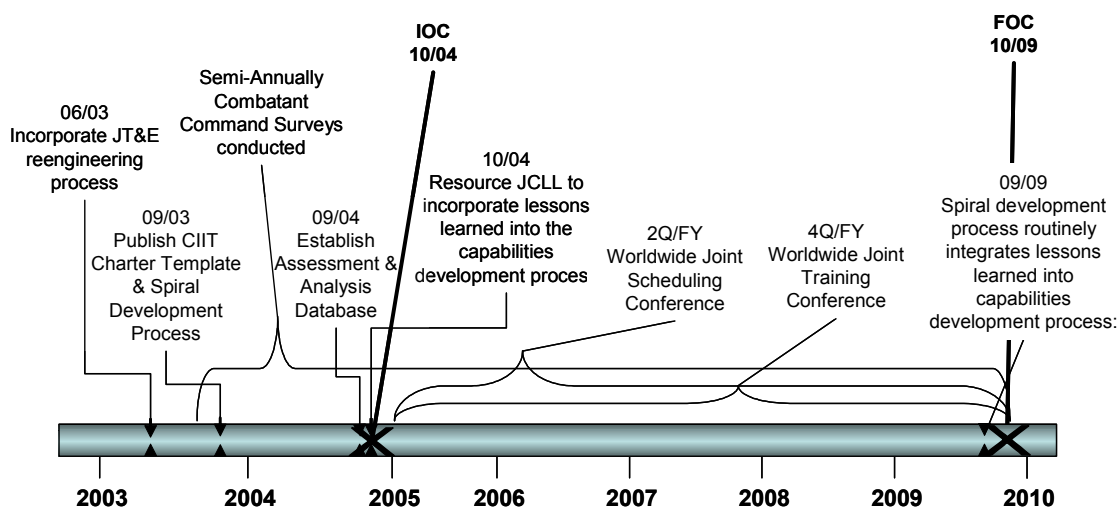
Action 3.4.1 Figure 1

3.4.1.7.   Overall Intent: This task will be the logical product of a capabilities development process that identifies gaps and seams in joint training and operations, assesses doctrine, organization, training, materiel, leadership, personnel, and facilities (DOTMLPF) shortcomings, and develops coherent improvement strategies to correct those shortcomings to be executed within the JNTC environment. Joint experimentation will serve both as a venue to identify joint gaps and seams and as an environment to test solutions. Mature concepts, focused on improving joint tasks, can be exercised in the JNTC integrated live, virtual, constructive (LVC) environment. The Joint Center for Lessons Learned will function as a coordinating agent to achieve integration, analysis, and dissemination of operational, training, testing, and experimentation lessons learned.

3.4.1.8. Publish established processes for Capabilities Initiative Improvement Team (CIIT) development, prioritization, and approval to include charter, spiral development cycles, and Transformational Change Recommendations (DOTMLPF format).

3.4.1.8.1. Intent: The published processes will describe the relationships and processes that identify prioritized combatant commander and service requirements and develop coherent improvement strategies that result in war fighter capability improvement. These processes will include a detailed explanation of how the results of assessment and analysis from training, testing, operations, and experimentation will either be incorporated in future events or lead to a war fighting solution.

3.4.1.8.2. Key milestones: 4QFY03 publish charter template and spiral development processes.

3.4.1.8.3. Measures of Success: A coherent document describes the roles and responsibilities of and relationships between the USJFCOM Joint Force Trainer, CIIT members, and external organizations required to execute coherent capability improvement strategies to be executed in the JNTC environment.

3.4.1.9. Select CIITs to be formed for FY05 (and beyond).

3.4.1.9.1. Intent: In accordance with the prioritized results of the USJFCOM issue capture process, CIITs will be established that address combatant command and service issues. CIITs will be focused on developing or improving joint tasks. The list of functioning CIITs will evolve as requirements are clearly communicated in the form of joint tasks. Joint tasks will then be included for accreditation in JNTC events.

3.4.1.9.2. Key Milestones: Begin 3QFY03 combatant command survey's; 1QFY04 combatant command surveys. Subsequent surveys (semi annual) will help identify CIITs for future years.

3.4.1.9.3. Measures of Success: CIITs established that integrate coherent training strategies that result in fielded war fighter capability improvement. The result will be quantified in enhanced readiness reporting ratings.

3.4.1.10. Establish link to Director of Operational Test and Evaluation (DOT&E) Joint Test and Evaluation (JT&E) process.

3.4.1.10.1. Intent: War fighter-focused JT&E's are chartered to develop existing system capabilities for the war fighter. JT&E's can often form the nucleus for CIITs if the charter clearly communicates a need to improve or enhance joint tasks. Intent is to merge JT&E's with the capabilities development process so that JT&E's should only be chartered if they meet war fighter prioritized requirements. In turn, the JNTC integrated LVC environment can serve as a validated joint venue to deliver JT&E results to the warfighter sooner and more efficiently.

3.4.1.10.2. Key Milestones: 3QFY03 JT&E reengineering process

3.4.1.10.3. Measures of Success: JT&E's chartered that meet operational prioritized requirements, and JT&E objectives routinely integrated into JNTC events.

3.4.1.11. Identify candidate JNTC events to improve CIIT focused joint tasks.

3.4.1.11.1. Intent: Using the existing Joint Training System, and the Joint Exercise Live Cycle Processes, CIITs will identify requirements and subsequent candidate exercises that satisfy those requirements. Candidate exercises will be identified via the USJFCOM Master Training Plan and presented annually at the World Wide Joint Training Conference. The annually executed Worldwide Joint Scheduling conference will help synchronize identified JNTC events with other operational and training requirements.

3.4.1.11.2. Key Milestones: Fourth quarter of each fiscal year, Worldwide Joint Training Conference; Second quarter of each fiscal year, Worldwide Joint Scheduling Conference.

3.4.1.11.3. Measures of Success: A coherent, synchronized USJCOM Master training Plan that clearly identifies JNTC events for execution in a given fiscal year.

3.4.1.12. Establish databases, which support the assessment and analysis process to facilitate integration of lessons learned.

3.4.1.12.1. Intent: This database will catalog lessons learned and provide a readily available resource to aid in analysis with the end result being an efficient ability to apply and integrate lessons learned to improvement strategies.

3.4.1.12.2. Key Milestones: Establish data base 4QFY04. Continually update and refine.

3.4.1.12.3. Measures of Success: Database operational that catalogs lessons learned.

3.4.1.13. Initial Operational Capability (IOC): October 2004:

3.4.1.13.1. Intent: IOC for this action is closely tied to IOC for the JNTC. The capabilities development process will parallel the execution of JNTC pre-IOC events, in that, capabilities development initiatives (to potentially include experimentation) will be integrated in pre-IOC events. Through the execution of the Joint Training System and Joint Exercise Life Cycle, capabilities development processes will be validated and refined. Success will be attained when the Joint Center for Lessons Learned is appropriately resourced to develop and execute a process to link operational, training, experimentation, and testing lessons learned to the capabilities development process resulting in coherent DOTMLPF solutions.

3.4.1.13.2. Measure of Success: CIIT requirements (to include experimentation) are routinely integrated into JNTC events.

3.4.1.14. Full Operational Capability (FOC): October 2009

3.4.1.14.1. Intent: At FOC, a spiral development process exists that routinely integrates lessons learned into capabilities development processes (to include experimentation) and the process is agile enough to account for emerging war fighter requirements.

3.4.1.14.2. Measure of Success: Decreased time required to take a concept to war fighter implementation and enhanced readiness-reporting rates.

3.4.1.15. Dependencies and Linkages: Operational and functional requirements will drive the prioritization of CIITs. Additionally, effective execution is dependent on the full implementation of the Joint Training System.

3.4.1.16. Blocks I, II, and III Projected Outcomes

Supporting Action 3.4.1.	Block I			Block II		Block III		
	2003	**2004**	**2005**	**2006**	**2007**	**2008**	**2009**	**2010**
Joint experimentation & lessons learned integration								
Processes established For CIIT development								
CIIT Development								
JT&E reengineering								
Identify JNTC event for CIIT focused joint tasks								
Lessons learned catalog database								
		IOC					FOC	

Outcomes	Outcomes	Outcomes
• Publish charter template • Publish spiral development process • Initiate JCLL resourcing • Initiate combatant commander surveys • Establish Assessment & Analysis database for JCLL	• Integration of lessons learned • CIITs established that integrate coherent training strategies • JNTC linked with the JT&E process • Synchronized USJFCOM Master Training Plan	• Readily identify gaps and seams in joint training • Improvement Strategies • Dissemination of lessons learned • FOC achieved

Action 3.4.1 Table 1

3.4.1.17. Current Situation/Status: Capabilities Development process development is ongoing. Efforts are focusing on lessons learned from Millennium Challenge 2002 to synchronize implementation of the JNTC, Standing Joint Forces Headquarters (SJFHQ) and the capabilities development process with the proper resourcing of the Joint Center for Lessons Learned.

3.4.1.18. POC: Capabilities Group, USJFCOM JFT (757) (DSN 668) 686-7255.

3.5. Capability Component: Joint National Training Capability Architecture

3.5.1. Action: Develop policies for a common operational architecture that will provide interoperable live, virtual, and constructive training systems throughout DoD.

3.5.1.1. Capability and Capability Component: Provide a Joint National Training Capability (JNTC): JNTC Architecture

3.5.1.2. Lead Agency: Office of the Under Secretary of Defense for Personnel and Readiness (OUSD (P&R))

3.5.1.3. Collaboration Agencies: Combatant commands, Services, combat support agencies, and Office of the Deputy Under Secretary of Defense for Readiness (ODUSD (R))

3.5.1.4. 2002 Strategic Plan Action Numbers: 4.1.7., 4.2.3.(e)

3.5.1.5. Roadmap:
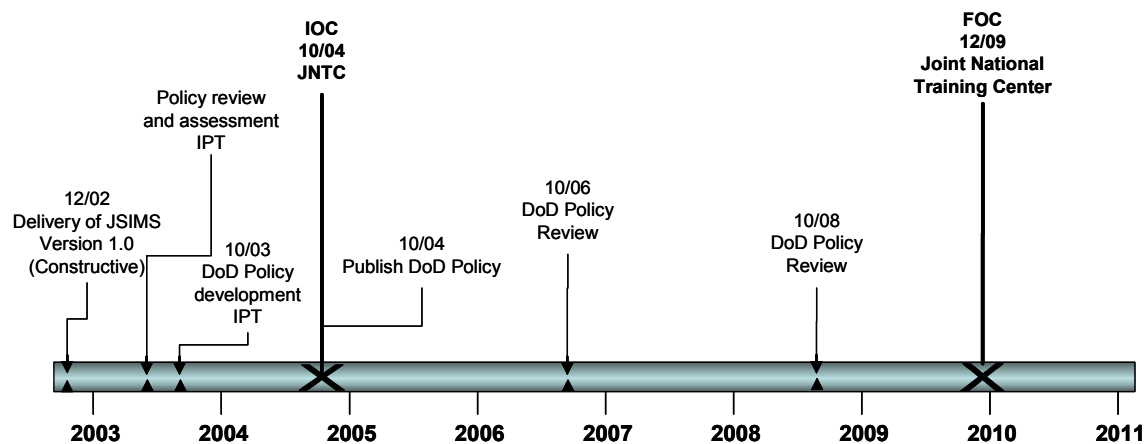
Action 3.5.1 Figure 1

3.5.1.6. Overall Intent: Promulgate policy to enable the Department to synchronize the JNTC spiral development to Initial Operational Capability (IOC) and Full Operational Capability (FOC) of a common operational architecture that will allow integrated live, virtual, and constructive (LVC) training simulations to interoperate seamlessly through all the services. Transformation forces conducting network centric operations will require integrated LVC training that exercises the linked combined arms nature of joint warfare. This requires a DoD-wide persistent or portable training infosphere that allows integrated live, virtual, and constructive simulations to coexist and interact.

3.5.1.7. Review and assess all current policy that impacts the development of the JNTC and the linking of integrated LVC training simulations.

3.5.1.7.1.   Intent: The purpose of this subtask is to conduct a Department Integrated Process Team (IPT), which will exam all current policy that impacts the development of the JNTC and the linking of integrated LVC training simulations. The IPT will evaluate current and planned training simulation capability and science and technology initiatives, and provide recommendations regarding new or revised policy required for the objective common simulation architecture.

3.5.1.7.2.   Key Milestone (October, 2003): Publish results of review and assessment by the IPT.

3.5.1.7.3.   Measure of Success: Thorough research of all applicable policy, understanding of developing science and technology, and ongoing training simulation initiatives.

3.5.1.8.   Publish DoD policy.

3.5.1.8.1.   Policy IPT will develop and write DoD policy that guides the Department in conforming to the Global Joint Training Infrastructure (GJTI) and training in the JNTC.

3.5.1.8.2.   Intent: Policy establishment IPT will develop and write DoD policy that guides the Department in conforming to the GJTI and training in the JNTC. It will include broad policy guidance in range modernization and sustainment, and embedded training capabilities. The policy will be reviewed and revised as necessary in a spiral development process fashion to insure the Department stays abreast of innovation and technology developed in laboratories and industry. JNTC FOC in FY09 should allow collective suites of embedded training simulations and simulators to network over operational command and control architectures to include tactical battlestaff to Joint Task Force-level virtual and constructive simulation/stimulations to create collective training environments at will.

3.5.1.8.3.   Key Milestone (October, 2004): JNTC IOC and publication of overarching policy.

3.5.1.8.4.   Measure of Success: Way-ahead DoD policy that provides capstone guidance as JFCOM Joint Management Office (JMO) develops the objective Joint Training System, executes the GJTI, and implements the JNTC. This should provide a global network of joint training enablers that provides realistic combat training, including staff training, with an adaptive opposing force, common operational picture, and a feedback mechanism eventually captured in lessons learned and integrated into the knowledge base.

3.5.1.9.   Review, modify, and implement enhancements to GJTI and JNTC.

3.5.1.9.1.   Intent: The purpose of this effort is to continue reviewing and enhancing the joint common operational training environment by conducting a Department level IPT every two years to review progress toward FOC.

3.5.1.9.2. Key Milestone (October 2006, October 2008): IPT reviews published.

3.5.1.9.3. Measure of Success: Measurable progress toward FOC of the JNTC and associated GJTI along with the Joint Center for Lessons Learned (JCLL). Infusion of new science and technology and adaptation of successful development of service training simulation capabilities into the JNTC.

3.5.1.10. Dependencies and Linkages: Completion of this supporting action is dependent on the subtasks to review, modify, and implement enhancements to Joint Training System Phase IV-Assessment and the linking of the Joint Training System with Department Readiness Reporting System. In addition, this supporting action has multiple linkages that include links from the Joint Lessons Learned Program to Joint Training System Phase IV Assessments, and multiple links Develop and Distribute a Core Curriculum for Joint Military Leader Development, and all phases of the Joint Training System. The output of this supporting action will directly link to readiness and assessment reporting systems. All linkages among supporting actions are identified in their work breakdown structure.

3.5.1.11. Blocks I, II, and III Projected Outcomes:

Supporting Action 3.5.1.	Block I			Block II		Block III		
	2003	2004	2005	2006	2007	2008	2009	2010
Fully implement the JNTC		━━━						
Thrust 1: Improve Horizontal Training: Build on existing service interoperability training			━━━					
Thrust 2: Improve Vertical Training: Link component and joint command and staff planning and execution			━━━					
Thrust 3: Integration Exercises: Enhance existing joint exercises to address joint interoperability training in joint context				━━━━━━━━━━━━━━━━━━━━━━━━━━━━━━━━━━				
Thrust 4: Functional Training: Provide dedicated joint training environment for functional warfighting and complex joint tasks - urban, littoral, homeland defense						━━━━━━━━━━━━━━━━━━━━━━━━━		
		IOC					**FOC**	

	Outcomes	Outcomes	Outcomes
	- Provide joint context in existing major service training - Synchronize training events at regional major training centers - IOC achieved - Provide joint context in component and joint command and staff training events - Link command and staff planning and events to evolve with the standing joint force headquarters development	- Assess all Joint Interoperability Tasks biennially in a joint context using select joint exercises - Specially designed major transformation event where complex joint tasks are performed in joint context	- FOC achieved - Fully integrated and standardized joint interoperability training - Fully-trained standing joint force headquarters with functional components - Joint interoperability training is conducted and analyzed, with lessons learned leading to improvements across the DOTMLPF spectrum - Joint forces are trained to conduct operations in key transformational mission areas

Action 3.5.1 Table 1

3.5.1.12. Current Situation/Status of Action:

3.5.1.13. POC: Readiness and Training Office, OUSD (P&R), (703) 695-1760.

3.6. Capability Component: Range Modernization

3.6.1. Action: Sustain and protect from encroachment maneuver areas, airspace, training ranges, and systems.

3.6.1.1. Capability: Joint National Training Capability (JNTC)

3.6.1.2. Capability Component: Range Modernization

3.6.1.3. Lead Agency: Office of the Deputy Under Secretary of Defense for Readiness (ODUSD (R)), ODUSD Installations and Environment (I&E), Director of Operational Test and Evaluation (DOT&E)

3.6.1.4. Collaboration Agencies: Services, Chairman, Joint Chiefs of Staff (CJCS), other Office of the Secretary of Defense (OSD) offices, and other select agencies

3.6.1.5. 2002 Strategic Plan Action Number: 4.2.2.(c)

3.6.1.6. Roadmap:
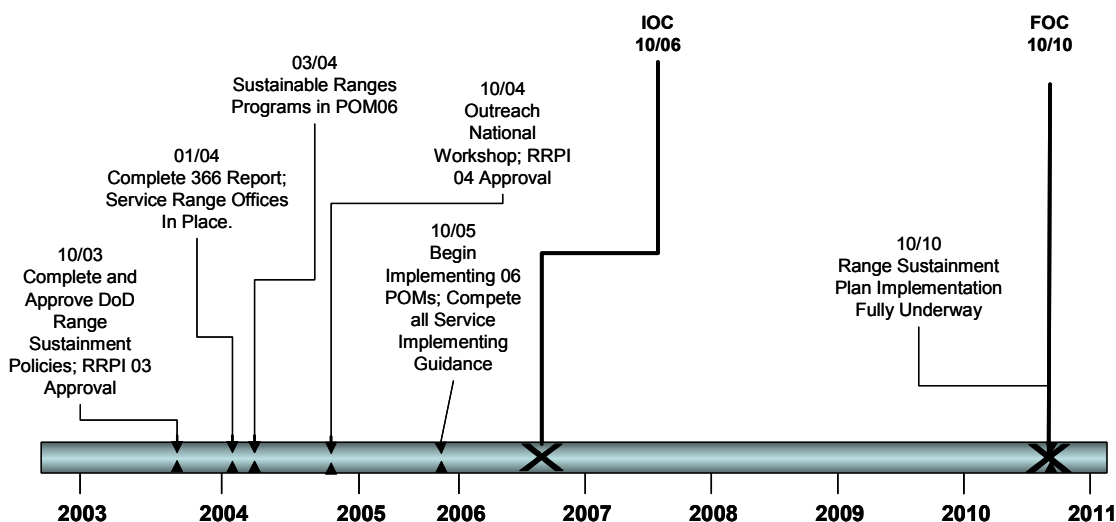
Action 3.6.1. Figure 1

3.6.1.7. Overall Intent: Our military ranges and operating areas are fundamental enablers of successful training, be it basic or advanced, service or joint; their primary role is to help train our military forces to sustain a strong defense. However, multiple encroachment issues increasingly constrain the Department of Defense's ability to maintain the combat readiness of America's military forces. Encroachment pressures, such as development around our ranges and the restrictions imposed by expanded environmental regulation, are increasingly impeding our military's ability to train realistically. Encroachment pressures inhibit development of new tactics to meet emerging threats, raise altitudes for flight training, limit application of new weapons

technologies, complicate night and all-weather training, and reduce live fire proficiency. The Department is pursuing a comprehensive solution to encroachment pressures, the Sustainable Ranges Initiative. Range Sustainment is a long-term process, but one of utmost importance to future readiness. This effort centers on five strategy focus areas: policy, organization and leadership, programming, outreach, and legislative clarification.

3.6.1.8.   Develop DoD Range Sustainment Policy and Guidance.

3.6.1.8.1. Intent: This subtask develops or revises DoD policy to promote a long-range, sustainable approach to range management. DoD Directive 3200.15, Sustainment of Ranges and Operating Areas, was signed into effect on 7 January 2003, and represents the first key product of this subtask. DoD Directives or Instructions on Outreach, Active Range Clearance, Air Installation Compatible Use Zone Planning, and Environmental and Community Noise are in coordination. Other new or revised policies are also being considered.

3.6.1.8.2. Milestone 1 (October 2003): All DoD range sustainment guidance documents currently in draft are completed and approved.

3.6.1.8.2.1. Measure of Success: DoD Directives or Instructions on Outreach, Active Range Clearance, Air Installation Compatible Use Zone Planning, and Environmental and Community Noise are signed and in effect.

3.6.1.8.3. Milestone 2 (October 2005): Services have completed implementing guidance for all October 2003 Range Sustainment DoD Directives/Instructions.

3.6.1.8.3.1. Measure of Success: All appropriate following service regulations and guidance are signed and in effect.

3.6.1.9.   Establish Appropriate Range Sustainment Organizational and Leadership Structure.

3.6.1.9.1. Intent: As a newly recognized and emerging issue area, range sustainment lacks both adequate DoD institutions to manage encroachment and an established leadership chain. The Senior Readiness Oversight Council has assumed initial oversight of the subject, and has directed that appropriate organizational and leadership solutions be included as part of the comprehensive range sustainment plan. An Office of OSD/service Integrated Process Team (IPT) was created in December 2001 by the Deputy Secretary to coordinate the range sustainment effort. Under this subtask, actions are ongoing to strengthen and empower management structures to deal with range issues.

3.6.1.9.2. Milestone 1 (January 2004): Service Range Offices established.

3.6.1.9.2.1. Measure of Success: Each service has completed stand-up of a Service Range Organization, with Range Sustainment as a key function.

3.6.1.10.   Plan and Implement Service and OSD Range Sustainment Programs

3.6.1.10.1. Intent: This subtask plans programs for the implementation of internal DoD initiatives to combat encroachment and ensure long-term range sustainment. The FY04 Defense Planning Guidance (DPG) contained guidance on several key range sustainment activities, which the Services have incorporated into their current Program Objective Memorandum System (POMS). Additional, more range sustainment programmatic detailed guidance has been drafted as part of the IPT process and will be issued in FY05 by the Under Secretary of Defense Personnel and Readiness (USD (P&R)). OSD and the Services are taking a proactive role in developing programs to protect bases from urbanization, working with states and nongovernmental organizations to promote sound land use. They are also sponsoring analyses to determine current and future range requirements, inventory existing range capabilities, assess and quantify the effects of encroachment, and develop comprehensive plans to address range shortfalls.

3.6.1.10.2. Milestone 1 (January 2004): Completion of 366 Comprehensive Report.

    3.6.1.10.2.1. Measure of Success: Congressional Acceptance of Report Recommendations.

3.6.1.10.3. Milestone 2 (March 2004): Incorporation of Sustainable Ranges Programmatic Guidance into FY06 Service POMS.

    3.6.1.10.3.1. Measure of Success: Inclusion of all Key Range Sustainment Program Elements into Service POMS.

3.6.1.10.4. Milestone 3 (October 2005): Begin implementation of POMS 06 Sustainable Ranges Programs.

    3.6.1.10.4.1. Measure of Success: Range Sustainment programs initiated.

3.6.1.10.5. Milestone 4 (October 2010). Implementation of Range Sustainment programs is fully underway.

    3.6.1.10.5.1. Measure of Success: All service and OSD range sustainment programs are being funded and implemented. Encroachment on DoD ranges is measurably reduced (metrics to be determined).

  3.6.1.11. Conduct Effective Range Sustainment Outreach and Stakeholder Involvement.

3.6.1.11.1. Intent: This subtask is expanding sustainable ranges outreach efforts to reach out to stakeholders in range encroachment issues in order to improve understanding of readiness needs among affected groups, address concerns of state and local governments and surrounding communities, work with nongovernmental organizations (NGOs) on areas of common interest, and to partner with groups outside DoD to reach common goals.

3.6.1.11.2. Milestone 1 (10/04). Complete National/Regional Range Sustainment Workshops.

3.6.1.11.2.1. Measure of Success. Completed and documented regional and national workshops with key stakeholders.

3.6.1.12. Effect Legislative and Regulatory Change to Support Range Sustainment.

3.6.1.12.1. Intent: Legislative and Regulatory solutions are but one aspect of a comprehensive range sustainment response, and are being pursued only where absolutely necessary. However, in several key encroachment issue areas, other options are not available. Where possible, DoD is seeking administrative and regulatory solutions to issues where mutually acceptable courses of action can be determined by working with other Federal or state agencies. For a subset of issues, legislative clarification is being pursued to address some of the most pressing and intractable of encroachment's effects on readiness and to ensure necessary flexibility to test and train. Currently, five narrowly crafted revisions (to the Clean Air Act; the Comprehensive Environmental Response, Compensation, and Liability Act, the Resource Conservation and Recovery Act, the Endangered Species Act (ESA), and the Marine Mammal Protection Act (MMPA)) are in front of Congress for consideration. The Department is promoting these modest reforms as essential to ensure the continued preparedness of this Nation's armed forces.

3.6.1.12.2. Milestone 1 (October 2003): FY04 Defense Authorization with Readiness Range Preservation Initiative (RRPI) Provisions; completed agreements on 2003 Senior Readiness Oversight Council (SROC) regulatory issues.

3.6.1.12.2.1. Measure of Success: Passage of 2003 Key RRPI Legislative Provisions (ESA, MMPA).

3.6.1.12.3. Milestone 2 (October 2004): FY05 Defense Authorization with RRPI Provisions

3.6.1.12.3.1. Measure of Success: Passage of remaining 2004 RRPI Provisions

3.6.1.13. Initial Operational Capability (IOC)/Full Operational Capability (FOC):

3.6.1.13.1. IOC (October, 2006)

3.6.1.13.1.1. Intent: DoD and service range encroachment effects are quantified, comprehensive range sustainment efforts are fully planned, and implementation of responsive measures is underway.

3.6.1.13.1.2. Measure of Success: A comprehensive range sustainment action plan is completed and approved; range sustainment DoD policies are in effect; organizational and leadership structures are in place; service POMS incorporate DPG guidance on range sustainment initiatives; outreach efforts are underway; and current RRPI legislative and regulatory provisions have been passed or negotiated.

3.6.1.14. FOC (October, 2010)

3.6.1.14.1. Intent: DoD and service range sustainment plans have been fully implemented and measures are in place to monitor, address, and mitigate all known encroachment factors.

3.6.1.14.2. Measure of Success: IOC measures, plus all service and OSD range sustainment programs are being funded and implemented. Encroachment on DoD ranges is measurably reduced (metrics to be determined).

3.6.1.15.   Dependencies and Linkages: This supporting action is largely self-contained and is not dependent on other activities to achieve its objectives. However, range sustainment alone without concurrent range modernization would not result in adequate future range capabilities.

3.6.1.16.   Current Situation/Status of Action: Currently developing comprehensive range sustainment plan; pursuing implementation of initial actions.

3.6.1.17.   POC: Readiness and Training Office, OUSD (P&R), 695-1760.

3.6.2.   Action: Oversee the modernization by the Services of training ranges and systems.

3.6.2.1.   Capability: Joint National Training Capability (JNTC)

3.6.2.2.   Capability Component: Range Modernization

3.6.2.3.   Lead Agency: Office of the Deputy Under Secretary of Defense for Readiness (ODUSD (R))

3.6.2.4.   Collaboration Agencies: Services, Chairman, Joint Chiefs of Staff (CJCS), USJFCOM, Director, Operational Test and Evaluation, Office of the Assistant Secretary of Defense for Networks and Information Integration, Office of the Under Secretary of Defense for Acquisition, Technology, and Logistics, and Defense Information Systems Agency (DISA).

3.6.2.5.   2002 Strategic Plan Action Number: 4.2.2.(c)

3.6.2.6.   Roadmap:
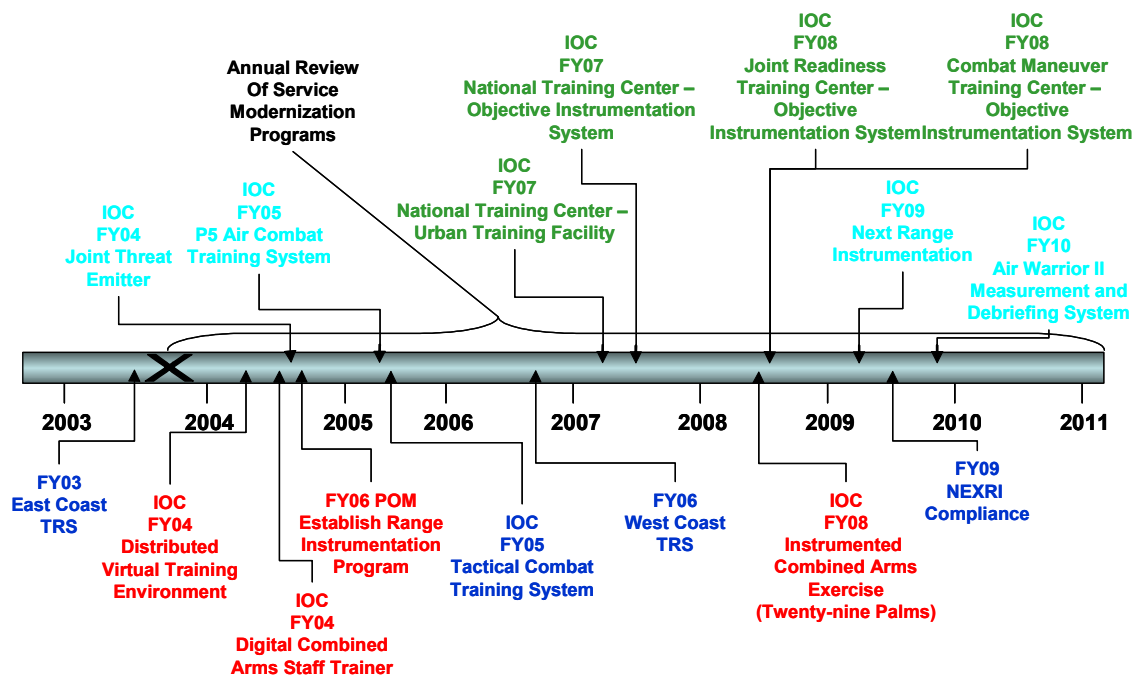
3.6.2.7.   Overall Intent: In addition to continuous, real-time interaction about range modernization activities, Office of the Secretary of Defense (OSD) (Readiness and Training Policy and Programs) will conduct an annual review of the service range modernization programs as a part of the annual budget and program review. Results will be affected, as necessary, through Issue Papers and Program Budget Decisions to Service Range Modernization Programs and JNTC funding lines.

3.6.2.8. Initial Operational Capability (IOC) /Full Operational Capability (FOC): Individual service programs have acquisition and fielding milestones that will be monitored as well as funding. USJFCOM Joint Management Office (JMO) will integrate JNTC investment plans with the service program plans. Service initiatives of particular interest are as follows:

3.6.2.8.1. Army:
National Training Center – Urban Training Facility   IOC FY07
National Training Center - Objective Instrumentation System   IOC FY07
Combat Maneuver Training Center - Objective Instrumentation System IOC FY08
Joint Readiness Training Center - Objective Instrumentation System IOC FY08

3.6.2.8.2. Air Force:
Joint Threat Emitter   IOC FY04
P5 Air Combat Training System   IOC FY05
Next Range Instrumentation   IOC FY09
Air Warrior II Measurement and Debriefing System   IOC FY10

3.6.2.8.3. Navy:
Tactical Combat Training System   IOC FY05
East Coast TRS   FY03
West Coast TRS   FY06
NEXRI Compliance   FY09

3.6.2.8.4. Marine Corps:
Distributed Virtual Training Environment   IOC FY04
Digital Combined Arms Staff Trainer   IOC FY04
Establish Range Instrumentation Program   FY06 POM
Instrumented Combined Arms Exercise (Twentynine Palms) IOC FY08

3.6.2.9. Dependencies and Linkages: This supporting action is largely self-contained and is not dependent on other activities to achieve its objectives. However, range modernization is the foundation of JNTC investment as well as the basis of sustainment. Inadequate funding or lack of progress of service modernization efforts will have a debilitating effect on the transformation of training.

3.6.2.10. Current Situation/Status of Action: Continuous interaction with the Services concerning range modernization and the correlation of JNTC investments

3.6.2.11. POC: Readiness and Training Office, OUSD (P&R), (703) 695-1760

3.7. Capability Component: Embedded Training in Major Defense Acquisition Programs

3.7.1. **Action: Ensure embedded training and human performance-aiding capabilities are designed into targeted operational systems during the systems acquisition process, and make this capability similar to a "key performance parameter" throughout the acquisition process. Review and update acquisition and maintenance policies, plans, programs, and procedures related to training acquisition, logistics, factory training, and institutional training; monitor compliance.**

3.7.1.1. Capability: Joint National Training Capability (JNTC)

3.7.1.2. Capability Component: Embedded Training in Major Defense Acquisition Programs

3.7.1.3. Lead Agency: Office of the Under Secretary of Defense for Personnel and Readiness (OUSD (P&R))

3.7.1.4. Collaboration Agencies: OUSD for Acquisition, Technology, and Logistics (AT&L), Services, and combat support agencies

3.7.1.5. 2002 Strategic Plan Action Numbers: 4.2.3.(b), 4.2.3.(c)

3.7.1.6. Roadmap:
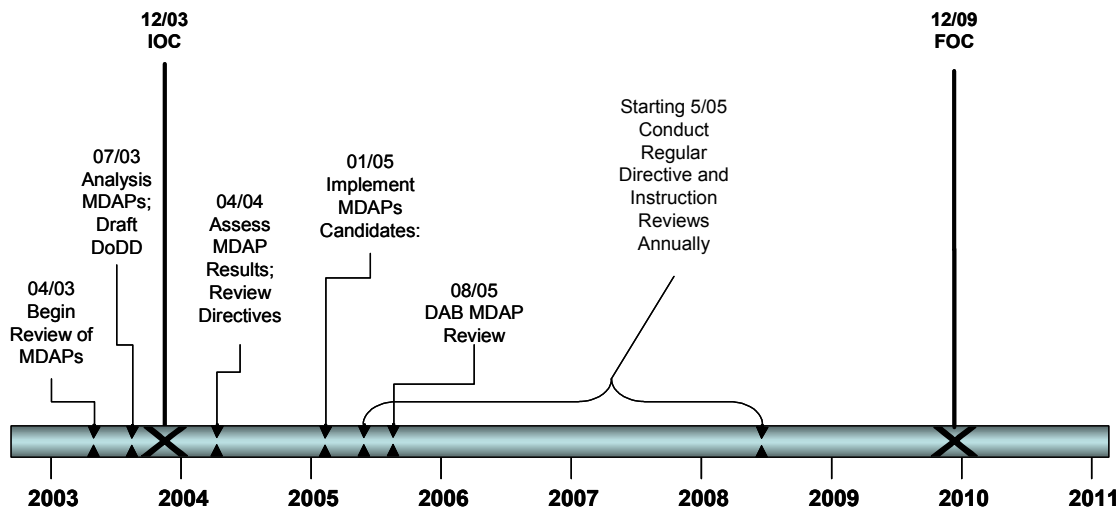
Action 3.7.1 Figure 1

3.7.1.7. Overall Intent: The intent of this supporting action is to ensure that training and human performance-aiding capabilities are embedded in acquisition systems. The embedded training applies to systems fielded for use by the active and Reserve components. With embedded training capabilities as an integral part of the primary

system, minimal external support for the operational training and maintenance of systems would be required. To accomplish the intent, OUSD P&R will work with the Chairman, Joint Chiefs of Staff to reinforce the requirements process, and work with OUSD AT&L to reinforce the acquisition process. In addition, OUSD P&R will continue to participate as a full member of the DAB and supporting teams to ensure systems include embedded training as appropriate for each system.

3.7.1.8.   A process of policy development and review will complement the embedded training and human performance-aiding capabilities. This policy process will provide a Secretary-level program under which guidance is provided to the Joint Staff and Services. It will consist of regular policy reviews and updating of acquisition and maintenance policies, plans, programs, and procedures related to training acquisition.

3.7.1.9.   Embed training and human performance-aiding capabilities in operational systems.

3.7.1.9.1.   Intent: To work closely with OUSD(AT&L) and the service sponsors to coordinate the implementation of embedded training into major defense acquisition programs (MDAPs) where appropriate.   To accomplish this goal, it would be necessary for service sponsors, with maximum participation from the training community, to fund and conduct a series of assessments of program requirements, intended use, and planned maintenance for these programs. The initial considerations for an appropriate methodology that possesses the highest possible returns and lowest financial and schedule impact to the MDAPs are based on a number of factors. Those factors are a program's stage of acquisition, whether the system is for service or joint use, the size and complexity of the system, type of system (Command, Control, Communications and Intelligence, aircraft, ship, or vehicle), and whether the system is primarily for operations or maintenance. The phase of the acquisition and the associated training implementation process are important factors in how the assessments and resultant training infusion would be conducted. They are, in order from the early to late stages of development: a pilot program, prototype, or interoperability enhancements to or networking of a system. They would be aligned as follows:

3.7.1.9.2.   Concept & Technology Development (C&TD) – C&TD would utilize a pilot program approach for embedded training implementation.

3.7.1.9.3.   System Development & Demonstration (SDD) - SDD would utilize a prototype approach for embedded training implementation.

3.7.1.9.4.   Production & Deployment (P&D) – P&D would utilize an interoperability and or network integration approach for embedded training implementation.

3.7.1.9.5.   The process to determine which MDAPs are best suited for a win-win with embedded training is to review and analyze the program for the factors listed above and determine the best potential candidate programs in each phase of acquisition.

3.7.1.9.6.   Assessing and implementing this approach will use a five-step method.:

3.7.1.9.6.1.   OUSD(P&R) reviews and sorts the list of MDAPs by acquisition phase (approximately 30 to 45 days).

3.7.1.9.6.2.   The service sponsors will fund and conduct the analyses and provide to OUSD(P&R)a short assessment (indicating the best program(s) in each acquisition phase for implementing embedded training—pilot, prototype, or interoperability/network enhancement—as appropriate) and a recommended transformational process(es) (approximately 30-60 days).

3.7.1.9.6.3.   Service sponsors will fund and implement candidate transformational processes (approximately 180-240 days).

3.7.1.9.6.4.   OUSD(P&R) will assess the results from the candidate process and determine whether it is a suitable transformed approach for wider use (approximately 60-90 days).

3.7.1.9.6.5.   The activity is worked through the quarterly Defense Acquisition Executive Summary (DAES) assessment process.

3.7.1.9.7.   With the successful completion of the initial implementation of embedded training, these training and human performance enhancements could be used to better assess overall MDAP system performance in an operational and maintenance arena.

3.7.1.9.8.   Key Milestones (August 2004): The first series of initially selected MDAPs completed.

3.7.1.9.9.   Measure of Success: MDAP systems that are being produced and intended for use in the Joint Forces arena have training capabilities embedded that allow joint forces to train and conduct mission rehearsal in the global theater.

Training Transformation Analysis Process for Major Defense Acquisition Programs

Acquisition Phase

Concept & Technology Development (C&TD)

Candidate Program 1
Candidate Program 2
Candidate Program 3

Assess Potential for Embedded Training

S E R V I C E & J O I N T   P R O G R A M S

Pilot Program Selection

E M B E D D E D   T R A I N I N G

System Development & Demonstration (SDD)

Candidate Program 1
Candidate Program 2
Candidate Program 3

Assess Potential for Embedded Training

Pilot Program Selection

Production & Deployment (P&D)

Candidate Program 1
Candidate Program 2
Candidate program 3

Assess Potential for Embedded Training

Pilot Program Selection

Review ⟹ Analysis ⟹ Implement ⟹ Assess Results ⟹ DAB
Program Review
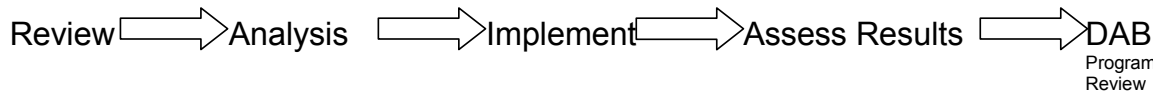
Acquisition Program Analysis Process

Action 3.7.1 Figure 2

3.7.1.10. Conduct regular policy reviews and updating of acquisition and maintenance policies related to training acquisition.

3.7.1.10.1. Intent: To provide a process of regular and predictable policy reviews and a process for updating of acquisition and maintenance policies, plans, programs and procedures related to training acquisition, logistics, factory training, and institutional training, and monitor compliance. Develop the process for regular review and development of acquisition training policy.

3.7.1.10.2. Key Milestones (December 2003): Initial draft of the process with the initial policies will be completed by this date. The process of reviewing, updating, and developing policies for acquisition training will be ongoing.

3.7.1.10.3. Measures of Success: Initial success will be a logical, consistent set of acquisition training policies that support the development of embedded training in MDAP systems that are intended to be used by Joint Forces.

3.7.1.11. Initial Operational Capability (IOC)/Full Operational Capability (FOC):

3.7.1.11.1. IOC (December 2003)

3.7.1.11.1.1. Intent: MDAP systems selected and assessed with embedded training performing in the Joint Forces arena.

3.7.1.11.1.2. Measure of Success: Success will be initially achieved when Joint Forces are working with selected MDAP systems that contain embedded training, the capability of these systems meet or exceed the combatant commanders' requirements, and Joint Forces are able to train anywhere they are located.

3.7.1.11.2. FOC (December 2009)

3.7.1.11.2.1. Intent: MDAP systems that are used by Joint Forces contain embedded training.

3.7.1.11.2.2. Measure of Success: All targeted systems have embedded training that allows joint and service forces to train globally.

3.7.1.12. Dependencies and Linkages: The completion of this supporting action is directly linked to the actions to develop a common operational architecture that provides interoperability of integrated live, virtual, and constructive (LVC) training systems; to accelerate the development and assessment of Advanced Distributed Learning; and to develop policies to enable a common operational architecture that supports the integrated LVC training systems.

3.7.1.13. Blocks I, II, and III Projected Outcomes

Supporting Action 3.7.1.	Block I			Block II		Block III		
	2003	2004	2005	2006	2007	2008	2009	2010
Fully implement embedded training in MDAPs	▬	▬	▬	▬	▬	▬	▬	▬
Review, analyze MDAPs	▬	▬	▬					
Review all MDAPs	▬							
Analyze MDAPs	▬							
Implement Candidate Processes	▬	▬						
Assess results		▬						
DAB review			▬					
Review/Update/Develop policies	▬	▬	▬	▬	▬	▬	▬	▬
	IOC						FOC	

Outcomes	Outcomes	Outcomes
• MDAPs reviewed • MDAPs analyzed • Candidate Embedded Training implemented • Results assessed of Candidate solutions • DAB review conducted • IOC achieved • Automated JTIMS - JLLP support complete • JTIMS enhancements complete, aligned with DRRS/JQRR • Policy and documentation adjustments complete • Training to readiness linkage complete	• Embedded Training in new programs • New programs reviewed	• Ongoing policy and documentation review development and updates complete • FOC achieved

Action 3.7.1 Table 1

3.7.1.14. Current Situation/Status of Action: Planning and development has begun and key legacy weapon systems are being reviewed.

3.7.1.15. POC: Readiness and Training Office, OUSD (P&R), (703) 695-1760

3.8.   Capability Component: Robust Joint National Training Capability Research, Development, and Demonstration Program

3.8.1.   Action: Establish a robust research, development, and demonstration program to ensure that the latest science and technologies are incorporated quickly into Defense knowledge and superiority capabilities, as well as into globally distributed mission rehearsal and joint training systems.

3.8.1.1.1.   Capability: Joint National Training Capability (JNTC)

3.8.1.1.2.   Capability Component: Robust Joint National Training Capability Research, Development, and Demonstration Program

3.8.1.2.   Lead agency: USJFCOM Joint Force trainer Joint Management Office (JMO)

3.8.1.3.   Collaboration Agencies: Combatant commands, Services, combat support agencies, Office of the Deputy Under Secretary of Defense for Readiness, Director Defense Research and Engineering, Director Operational Test and Evaluation, Director Acquisition Technology and Logistics, and Defense Information Systems Agency

3.8.1.4.   2002 Strategic Plan Action Number: 4.2.2.(i)

3.8.1.5.   Roadmap:
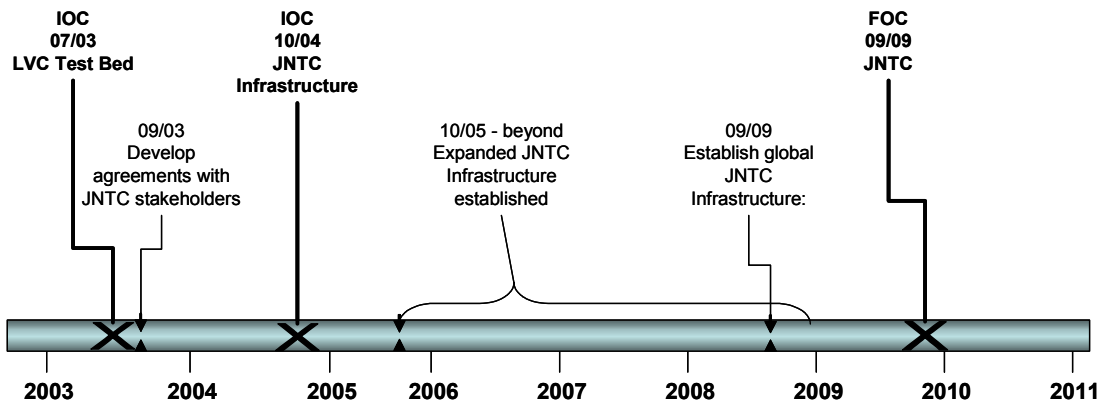
Action 3.8.1 Figure 1

3.8.1.6.   Overall Intent: This action will leverage ongoing DoD science and technology programs to integrate promising results into global mission rehearsal and joint training systems. Science and technology improvements will stimulate spiral development processes in the areas of Global Joint Training Infrastructure and Advanced Training Technologies. This will require database tracking and knowledge management to keep abreast of ongoing Science and Technology (S&T) programs and demonstrations.

3.8.1.7.   LVC Test Bed Initial Operational Capability (IOC)

3.8.1.7.1. Intent: Establish a distributed test bed consisting of legacy and advanced technology systems in order to design, develop, analyze, test and integrate capabilities, and conduct experimentation. The integrated live, virtual, and constructive (LVC) test bed will provide the ability to evaluate and mature technologies and capabilities before they are inserted into training venues and enable experimentation, development, and test of tactics techniques and procedures.

3.8.1.7.2. Key Milestones: IOC 4QFY03

3.8.1.7.3. Measure of Success: Test bed established that will provide new training capabilities and enables new training Concept of Operations (CONOPs) to improve upon joint interoperability training shortfalls; drive efficiency of planning, conduct, and product (joint force readiness) of complex JNTC events.

3.8.1.8. Develop agreements with Director of Operational Test and Evaluation (DOT&E), Under Secretary of Defense for Acquisition, Technology, and Logistics (USD (AT&L)), Director of Defense Research & Engineering (DDR&E), Defense Information Systems Agency (DISA) and service test and training sponsors and service research and development (R&D) activities

3.8.1.8.1. Intent: Agreements with key Science and Technology organizations will begin the process to integrate the latest S&T initiatives with ongoing JNTC efforts. A formalized process to share information will enhance efficiency and create synergy.

3.8.1.8.2. Key Milestones: 4QFY03; begin developing agreements.

3.8.1.8.3. Measures of Success: Agreements and process to leverage S&T initiatives with JNTC established and institutionalized.

3.8.1.9. Evaluate applicable Science and Technology initiatives in JNTC LVC Test Bed for transition into JNTC training architecture.

3.8.1.9.1. Intent: Evaluate new and emerging technologies that can meet JNTC joint training shortfalls and advance efficiency of joint training and mission rehearsal events.

3.8.1.9.2. Key Milestones: Continuous and ongoing

3.8.1.9.3. Measures of Success: Applicable S&T initiatives evaluated for technical maturity and recommended for inclusion into joint training architectures.

3.8.1.10. JNTC IOC infrastructure developed to include approximately 30 continental US (CONUS) sites.

3.8.1.10.1. Intent: Given initial, rudimentary site information and ongoing site surveys, it is expected that at IOC, approximately 30 certified JNTC sites will provide the core CONUS capability to support evaluation of the latest science and technology initiatives.

3.8.1.10.2.   Key Milestones: IOC; October 2004

3.8.1.10.3.   Measure of Success: Approximately 30 interconnected, certified sites, enabling evaluation of science and technology initiatives.

3.8.1.11.   JNTC infrastructure expanded based on Joint requirements.

3.8.1.11.1.   Intent: As war fighter requirements are developed and science and technology enhancements emerge, the list of JNTC certified sites and systems may grow.   Sites will be added by leveraging other S&T program initiatives to conduct research, develop, and demonstrate advanced technologies.

3.8.1.11.2.   Key Milestones: Post-IOC expansion: FY05 and beyond, Full Operational Capability (FOC) October 2009

3.8.1.11.3.   Measure of Success: Robust, flexible, responsible JNTC infrastructure in place to support emerging S&T initiatives.

3.8.1.12.   Establish Global infrastructure.

3.8.1.12.1.   Intent: At FOC, the current JNTC vision of a global, multinational network of integrated live, virtual, and constructive components that provide a seamless training environment that supports a broad spectrum of joint and service training requirements is realized.   This network will leverage the latest science and technology initiatives by utilizing agile and adaptable spiral development processes that allow for the routine incorporation of new technologies and capabilities.

3.8.1.12.2.   Key Milestones: FOC, FY 09.

3.8.1.12.3.   Measures of Success: Implementation of a global, multinational network of integrated live, virtual, and constructive components that provides a seamless training environment that supports a broad spectrum of joint and service training.

3.8.1.13.   Establish JNTC IOC: October 2004.

3.8.1.13.1.   Intent: IOC is defined as the ability to demonstrate horizontal (Thrust 1), vertical (Thrust 2), and integrated (Thrust 3) training events. Approximately 30 certified JNTC sites and systems will provide the core CONUS capability leveraging the latest science and technology initiatives to demonstrate this ability.

3.8.1.13.2.   Measure of Success: Approximately 30 certified JNTC sites and systems provide the core CONUS capability leveraging the latest science and technology initiatives to demonstrate this ability.

3.8.1.14.   Establish JNTC FOC in October 2009.

3.8.1.14.1.   Intent: Routine execution of all JNTC events with agile and versatile processes that incorporate emerging science and technology initiatives and capabilities

with focus on war fighter requirements.

3.8.1.14.2. Measure of Success: Emerging science and technology initiatives and capabilities are routinely integrated into a live, virtual, and constructive joint training environment that improves global, multinational, deployable and mission rehearsal capable joint training. Success will be measured in improved readiness reporting rates under the Defense Readiness Reporting System (DRRS).

3.8.1.15. Dependencies and Linkages: Science and technology incorporation in the JNTC must be in concert with operational requirements. Additionally, science and technology innovations must be integrated in the JNTC architecture, which will be compliant with the Joint Training Architecture (JTA) and with embedded training capabilities during the acquisition process.

3.8.1.16. Blocks I, II, and II, Projected outcomes

Supporting Action 3.8.1.	Block I			Block II		Block III		
	2003	2004	2005	2006	2007	2008	2009	2010
Develop agreements with JNTC stakeholders	▬▬▬▬							
LVC Test Bed IOC	▬▬▬▬							
JNTC infrastructure IOC	▬▬▬							
Expanded JNTC infrastructure			▬▬▬▬▬▬▬▬					
Establish global JNTC infrastructure					▬▬▬▬▬▬▬▬			
	IOC JNTC					FOC JNTC		

Outcomes	Outcomes	Outcomes
• Stakeholder agreements established • JNTC LVC Test Bed IOC • Initial JNTC infrastructure established	• JNTC infrastructure expanded • OCONUS/Multinational JNTC event conducted	• JNTC FOC achieved • Global JNTC infrastructure established

Action 3.8.1 Table 1

3.8.1.17. Current Situation/Status: Relationship building and information sharing activities are ongoing as part of the Joint Exercise Life Cycle activities for pre-IOC events. These relationships will be cultivated and developed as the JNTC technical implementation plan and the actions outlined above.

3.8.1.18. POC: JNTC JMO, Technical Integration, (757) (DSN 668) 836-2236.

4.0   JOINT ASSESSMENT AND ENABLING CAPABILITY

4.1. Concept.

This capability assists senior decision makers in effectively assessing the results of transformational initiatives by systematically collecting and analyzing performance measures at multiple levels through the Joint Knowledge Development and Distribution Capability and the Joint National Training Capability (JNTC), linking to Defense Readiness Reporting System (DRRS), and providing annual Training Transformation Assessment Reports.

4.2. Capability Component: Enhance the Joint Training System and Link Measures of Effectiveness to Readiness.

4.2.1.   Action: Fully implement the Joint Training System, link training to mission requirements, link Joint Training System to DRRS-compliant readiness systems, and ensure training standards for combatant commanders' area of responsibilities are met.

4.2.1.1.   Capability: Joint Assessment and Enabling Capability

4.2.1.2.   Capability Component: Expand the Joint Training System; Link Measures of Effectiveness to Readiness.

4.2.1.3.   Lead Agency: Chairman, Joint Chiefs of Staff (CJCS) (Joint Staff/J-7)

4.2.1.4.   Collaboration Agencies: Combatant commands, Services, combat support agencies, and Office of the Deputy Under Secretary of Defense for Readiness

4.2.1.5.   2002 Strategic Plan Action Numbers: 4.1.1., 4.2.1.(a), 4.2.1.(b), 4.2.1.(c), 4.2.1.(d), 4.2.1.(e), 4.2.1.(f)

4.2.1.6. Roadmap:
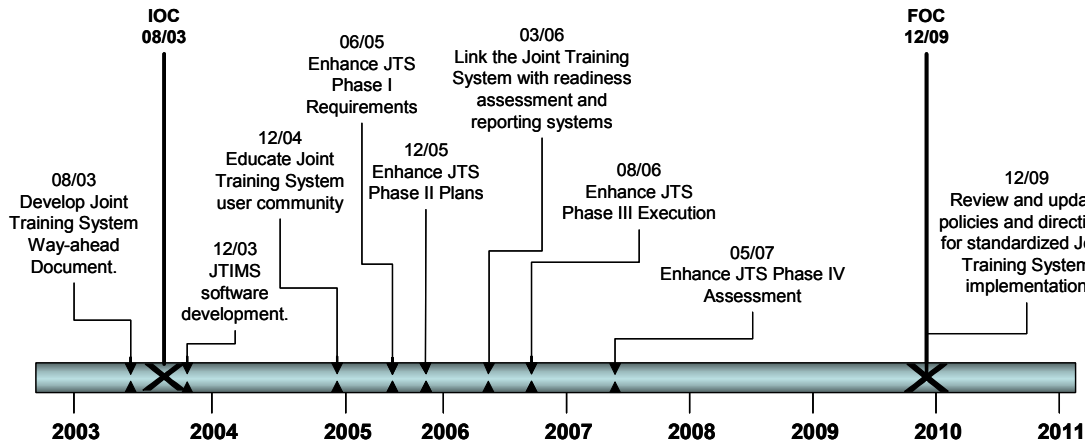
Action 4.2.1 Figure 1

4.2.1.7. Overall Intent: This supporting action will ensure full implementation of the Joint Training System (JTS) for use throughout the Department to include the Reserve components (RC), select Federal agencies, and multinational organizations. The system will link training for combatant command staffs, select Federal and combat support agencies, multinational organizations, and service components, to combatant command mission requirements. It will also link joint training to readiness assessment and reporting systems. Furthermore, the system will be used as a tool to ensure individuals, units, and staffs deploying to, and stationed within a combatant commanders area of responsibility (AOR) are trained to joint standards before arrival, and while in the AOR, as required. The supporting action is segmented into three major subtasks that include educating JTS-user communities, enhancing all phases of the JTS, and enhancing capabilities of the Joint Training Information Management System (JTIMS).

4.2.1.7.1. Educate Joint Training System user community.

4.2.1.7.1.1. Intent: This subtask will educate stakeholders on the Joint Training System and to validate Joint Training System-user requirements. Tailored briefings will be developed for select organizations to include the Office of the Secretary of Defense staff, Joint Staff, combatant commands, Federal agencies, combat support agencies, Services, service components, and National Guard and Reserves.

4.2.1.7.1.2. Key Milestone (December, 2004): Warfighter understanding and subsequent buy-in achieved, and high-level requirements identified.

4.2.1.7.1.3. Measure of Success: Briefings to senior leadership provide an understanding of the interrelationship between training and readiness; high-level requirements are documented and available for Joint Training System enhancements.

4.2.1.7.2. Enhance the Joint Training System.

4.2.1.7.2.1.   Develop Joint Training System Strategic and Analysis Way-ahead Document.

4.2.1.7.2.1.1. Intent: Develop a Strategic and Analysis Way-ahead Document for each of the four phases of the Joint Training System and for the Joint Training Information Management System. This document will provide the basis for the Joint Training Information Management System Requirements Document.

4.2.1.7.2.1.2. Key Milestone (August, 2003): Joint Training System Strategic and Analysis Way-ahead Document complete

4.2.1.7.2.1.3. Measure of Success: Strategic and Analysis Way-ahead Document defines operational user requirements for full enhancement of the Joint Training System; provides system key performance parameters; and is used as the governing guidance for enhancements to the Joint Training System and the Joint Training Information Management System.

4.2.1.7.2.2.   Review, modify, and implement enhancements to Joint Training System Phase I-Requirements.

4.2.1.7.2.2.1. Intent: The purpose of this effort is to enhance Phase I (Requirements) of the Joint Training System by improving processes to develop mission essential task lists based on essential specific and implied tasks required to support warfighter missions. Such improvements include establishing linkages to operational, functional, and conceptual plans (and the like), revise processes for determining and displaying command-linked tasks and supporting tasks, and alignment of organizational mission essential task lists with combatant command joint mission essential task lists. The Joint Training Information Management System will then be updated to provide stand-alone capability and satisfy the enhanced requirements identified for Phase I of the Joint Training System.

4.2.1.7.2.2.2. Key Milestone (June, 2005): Enhancements to Joint Training System Phase I Implemented.

4.2.1.7.2.2.3. Measure of Success: All geographic and functional combatant commands, service components (to include National Guard and Reserve component), combat support agencies, and units have mission essential tasks, conditions, standards, and organizations identified in their training plan; mission essential tasks are linked to organization mission requirements; service component, combat support agencies and other organization mission essential tasks directly supports combatant command Joint Mission Essential Tasks; combatant commands produce integrated command mission essential task lists comprised of combatant command staff mission essential tasks down to service component mission essential tasks; requirements identified in the Strategic and Analysis Way-ahead Document are adequately addressed. Software enhancements support revised Universal Joint Task List framework and facilitate the development and linkage of organization mission essential tasks as described in current and future versions of the Joint

Training Manual; requirements identified in the Strategic and Analysis Way-ahead Document are adequately addressed.

4.2.1.7.2.3. Review, modify, and implement enhancements to Joint Training System Phase II-Plans.

4.2.1.7.2.3.1. Intent: Phase II (Plans) enhancements provide the linkage of individual joint learning objectives with training objectives, and expand the process for the selection of appropriate training objectives that reflect current doctrine, tactics, techniques, and procedures. Enhancements will expand processes for determining appropriate training methods, modes and media, initial event design, and identification of training resource requirements. The enhancements will revise processes for developing joint programs of instruction, and applying resource constraints to joint training plan requirements needed to produce resource constrained training plans. Lastly, enhancements will include a review of Phase II functional areas, processes, and tools. Phase II Joint Training Information Management System enhancements will ensure the users have a reliable and functional automation support tool that accomplishes Phase II requirements.

4.2.1.7.2.3.2. Key Milestones (December, 2005): Enhancements to Joint Training System Phase II implemented.

4.2.1.7.2.3.3. Measure of Success: Joint Training Plans are produced in accordance with policy as stated in DoD/CJCS policy/instructions; requirements identified in the Strategic and Analysis Way-ahead Document are adequately addressed; software enhancements support revised Joint Training Plan framework as identified in current and future versions of the Joint Training Manual; Joint Training Plans are produced in the Joint Training Information Management System; requirements identified in the Strategic and Analysis Way-ahead Document are adequately addressed.

4.2.1.7.2.4. Review, modify, and implement enhancements to Joint Training System Phase III-(Execution).

4.2.1.7.2.4.1. Intent: An Integrated Process Team of subject matter experts will be formed to examine all aspects of Phase III, execution processes. The purpose of this review is to identify enhancements that make execution of the Joint Training Plan more effective, and thus more beneficial, to the training audience. Phase III enhancements will be incorporated into the Joint Training Information Management System.

4.2.1.7.2.4.2. Key Milestone (August, 2006): Enhancements to Joint Training System Phase III implemented.

4.2.1.7.2.4.3. Measure of Success: All training events are conducted in compliance with current and future versions of the Joint Training System and applicable DoD/CJCS instructions; appropriate task performance observations and training proficiency evaluations are produced in accordance with current and future versions of the Joint Training System and applicable DoD/CJCS instructions and linked to Phase IV of the Joint Training System; requirements identified in the Strategic and Analysis Way-ahead Document are adequately addressed. Software enhancements support integrated execution, data collection, and reporting requirements identified in the current and future versions of the Joint Training Manual to include initial data requirements support for Phase IV of the Joint Training System; requirements identified in the Strategic and Analysis Way-ahead Document are adequately addressed.

4.2.1.7.2.5. Review, modify, and implement enhancements to Joint Training System Phase IV (Assessment)

4.2.1.7.2.5.1. Intent: This subtask will involve a comprehensive review, modification, and enhancement of Phase IV Assessment using an Integrated Process Team of subject matter experts. As in Phase III, the Integrated Process Team will review functional areas, processes and tools to ensure the Assessment Phase of the Joint Training System adequately addresses the needs of the stakeholders and satisfies the intent of joint training policy. During this subtask, due-outs and deliverables identified at the Worldwide Joint Training Conference as well as issues identified by the Joint Forces Command Assessment/Evaluation Integrated Process Team will be worked and incorporated into the Assessment Phase of the Joint Training System. Additionally, the Joint Training Information Management System will be updated to incorporate changes to the Assessment Phase and ensure an effective automation process is available and used by the stakeholders.

4.2.1.7.2.5.2. Key Milestone (May, 2007): Review, modify, and enhance Joint Training System Phase IV - Assessment complete.

4.2.1.7.2.5.3. Measure of Success: Training assessments are conducted in accordance with current and future versions of the Joint Training System and applicable DoD/CJCS instruction; joint training data feeds the readiness assessment data collection process; supports Joint Lessons Learned Program observations, lessons learned; documents and supports issue resolution programs (e.g., Remedial Action Program); requirements identified in the Strategic and Analysis Way-ahead Document are adequately addressed; enhancements support analysis of training proficiency evaluations from Phase III: supports development of training proficiency assessments and mission training assessments; ensures Joint Training Information Management System linkages to future Joint Training Plans (Phase II) of the Joint Training System.

4.2.1.7.2.6. Link the Joint Training System with DRRS-compliant readiness systems.

4.2.1.7.2.6.1. Intent: This subtask establishes processes used to identify requirements for designing, developing and implementing link between the Joint Training System and DRRS-compliant readiness systems. A requirements identification study will be accomplished that will include a comprehensive quantitative and qualitative analysis, design proposal production, and documentation of methods linking the Joint Training System with readiness. Once the design is completed and approved, this subtask oversees the development, testing, deployment, evaluation/assessment processes, and system implementation.

4.2.1.7.2.6.2. Key Milestones:

4.2.1.7.2.6.2.1. Milestone 1 (December, 2005): Final draft of DoD, CJCS, and service policies published.

4.2.1.7.2.6.2.2. Measure of Success: Applicable DoD, CJCS, and service policies must include requirements for linking joint training and readiness reporting.

4.2.1.7.2.6.2.3. Milestone 2 (December, 2005): First report linking training with readiness assessment is complete and Initial Operational Capability (IOC) is achieved.

4.2.1.7.2.6.2.4. Measure of Success: Report must link assessment of training requirements in Universal Joint Task List language to readiness assessment.

4.2.1.7.2.6.2.5. Milestone 3 (March, 2006): Achieve subtask Full Operational Capability (FOC).

4.2.1.7.2.6.2.6. Measure of Success: Methodology, policy, and software to establish linkage of training assessment to readiness assessment in Universal Joint Task List language is supported by validated, integrated standard measures of joint training effectiveness with readiness assessment reporting systems.

4.2.1.7.3. Review and update policies and directives for standardized Joint Training System implementation.

4.2.1.7.3.1. Intent: This subtask requires a comprehensive review and update of applicable DoD and CJCS policies and directives germane to DoD-wide Joint Training System implementation. Additionally, the documents will address interagency and multinational participation in and use of the Joint Training System. Furthermore, a Joint Training Doctrine publication and a Joint Training Information Management System Concept of Operations publication will be developed, and standards for Command, Control, Communications, Computers, Intelligence, Surveillance, and Reconnaissance (C4ISR), Network Centric Enterprise Services (NCES) and Navy/Marine Corps Intranet (NMCI) architectures will be updated. The updating process will be iterative over the programmed length of this overall supporting action.

4.2.1.7.3.2.　Key Milestone (December, 2009): Policies and directives for standardized Joint Training System implementation are reviewed and updated.

4.2.1.7.3.3.　Measure of Success: Joint Training Policy updated, approved, published and followed; Joint Training Manual updated, approved, published, and followed; Joint Staff/J7 input provided to applicable DoD directives and instructions.

4.2.1.7.4.　Joint Training Information Management System software development

4.2.1.7.5.　Intent: Focus of this effort is on requirements and processes associated with actual development of the JTIMS software, regarding the functionality identified in the four phases of the JTS subtasks. It establishes the foundation to the JTIMS expansion to satisfy current and future growth of the JTS. During this subtask, a JTS/JTIMS Executive Steering Committee will be formed. Its task will be to approve and oversee the development of a mission needs statement (MNS), an operational requirements document (ORD), and a strategic requirements implementation plan (SRIP). Annual budgets that fund the JTS and its full implementation will be a by-product of the MNS/ORD and the SRIP. These budgets will include the following activities: cost and performance projections, JTS support, JTIMS software development and maintenance, verification, validation, accreditation support, program management, and training. Detailed program management processes procedures and requirements will be identified for combatant commands, combat support agencies, and the Services and service components to include the Reserve component. Processes will rationalize and assess target areas for improvement for each phase of the JTS. This effort includes a review of current infrastructure, a commercial and government off-the-shelf solution study, a review of the communications environment, and a review of user-support requirements via an independent systems engineer. Engineer role will include a comprehensive review of the JTIMS software to include analysis, design, development, test and validation, deployment, and post-deployment review process to ensure JTIMS fully supports the current and future versions of the JTS as it becomes fully implemented. Included in this subtask is the identification of required JTS/JTIMS training including the use of role-based partitioning, train the trainer certification program, and establishes integrated and trained JTIMS personnel teams. This task also establishes the need for a full time person to implement continuous enhancements to JTIMS throughout the duration of the T2 initiative to address emerging requirements and technologies as addressed by related sub-tasks

4.2.1.7.5.1.　Key Milestone (December, 2003): Enhance Joint Training Information Management System (first build) complete.

4.2.1.7.5.2.　Measure of Success: Appropriate products are delivered in accordance with defined requirements and directives of current and future versions of the Joint Training Manual and other DoD/CJCS instructions.

4.2.1.8.　IOC /Full Operational Capability (FOC):

4.2.1.8.1.　IOC: (August, 2003)

4.2.1.8.1.1.   Intent: Joint Training System Strategic and Analysis Way-ahead Document published:

4.2.1.8.1.2.   Measure of Success: Strategic and Analysis Way-ahead Document defines operational user requirements for full enhancement of the Joint Training System; provides system key performance parameters; and is used as the governing guidance for enhancements to the Joint Training System and Joint Training Information Management System.

4.2.1.8.2.   FOC: (December, 2009)

4.2.1.8.2.1.   Intent: Joint Training System fully implemented and in use among all DoD organizations and applicable Federal agencies.

4.2.1.8.2.2.   Measure of Success: All DoD organizations and applicable Federal agencies use the Joint Training System to identify training requirements, establish and execute training plans, and assess and report training results; appropriate products are delivered in accordance with defined requirements and directives of current and future versions of the Joint Training Manual and other DoD/CJCS instructions.

4.2.1.9.   Dependencies and Linkages: Completion of this supporting action is dependent on completion of the subtasks to review, modify, and implement enhancements to Joint Training System Phase IV-Assessment and to link the Joint Training System with readiness assessment and reporting systems. In addition, this supporting action has multiple linkages that include links from the Joint Lessons Learned Program to Joint Training System Phase IV Assessments, and multiple links between supporting action to Develop and Distribute a Core Curriculum for Joint Military Leader Development and all phases of the Joint Training System. The output of this supporting action will directly link to readiness and assessment reporting systems. All linkages among supporting actions are identified in their work breakdown structure.

4.2.1.10. Blocks I, II, and III Projected Outcomes:

Supporting Action 4.2.1.	Block I			Block II		Block III		
	2003	**2004**	**2005**	**2006**	**2007**	**2008**	**2009**	**2010**
Fully implement the JTS	▬▬▬▬▬▬▬▬▬▬▬▬▬▬▬▬▬▬▬▬▬ (2003–2009)							
Educate JTS user community	▬▬▬▬▬▬ (2003–2004)							
Enhance the JTS	▬▬▬▬▬▬▬▬▬▬▬▬▬▬▬▬▬▬▬▬▬ (2003–2009)							
Develop Way-ahead Document	▬ (2003)							
JTS Phase I	▬▬▬▬▬▬ (2003–2004)							
JTS Phase II	▬▬▬▬▬▬ (2003–2005)							
JTS Phase III	▬▬▬▬▬▬ (2004–2006)							
JTS Phase IV	▬▬▬▬▬▬ (2005–2007)							
Link JTS to Readiness	▬▬▬▬▬▬ (2003–2006)							
Review/Update policies	▬▬▬▬▬▬▬▬▬▬▬▬▬▬▬▬▬▬▬▬▬ (2003–2009)							
Enhance JTIMS	▬▬▬▬▬▬▬▬▬▬▬▬▬▬▬▬▬▬▬▬▬ (2003–2009)							
	IOC							FOC

Outcomes	Outcomes	Outcomes
• Initiate warfighter commitment activities • Develop requirements for each JTS phase • Develop and execute JTS requirements document • Initiate JNTC support • Establish training to readiness linkage requirements • IOC achieved • JTS Phase I enhancements complete • Automated JTIMS - JLLP support complete • JTIMS enhancements complete, aligned with DRRS/JQRR • Policy and documentation adjustments complete • Training to readiness linkage complete	• JTS Phase II enhancements complete • JTS Phase III enhancements complete • JTS Phase IV enhancements complete • DoD, CJCS, Services policies published	• Ongoing policy and documentation review and update complete • FOC achieved

Action 4.2.1 Table 1

4.2.1.11. Current Situation/Status of Action: Joint Training Information Management System Strategic Plan complete and Operational Requirements Document contract awarded; supporting action work breakdown structure complete.

4.2.1.12. POC: Joint Staff J7/JDETD/ JTB, (703) 692-6300/692-7270.

4.2.2.   Action: Fully implement the Interagency and Combat Support Staff Joint Training System Specialist programs.

4.2.2.1.   Capability: Joint Assessment and Enabling Capability

4.2.2.2.   Capability Component: Expand the Joint Training System and Link Measures of Effectiveness to Readiness

4.2.2.3.   Lead Agency: Chairman, Joint Chiefs of Staff (CJCS) (Joint Staff/J7)

4.2.2.4.   Collaboration Agencies: Services, combatant commands, combat support agencies, and other select agencies

4.2.2.5.   2002 Strategic Plan Action Number: 4.1.1.

4.2.2.6.   Roadmap:
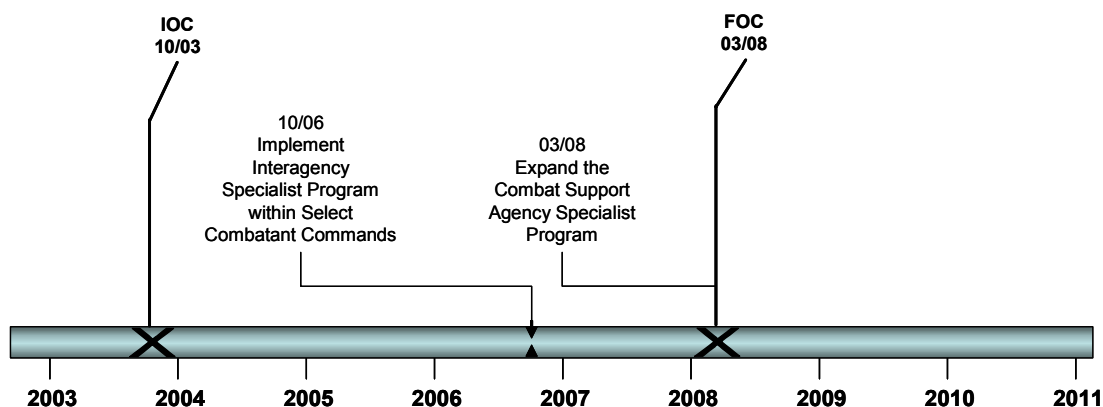
Action 4.2.2 Figure 1

4.2.2.7.   Overall Intent: Full implementation of the Joint Training System specialist program involves a two-fold approach. First, the Joint Training System specialists will be authorized and funded for placement on select combatant command staffs to involve and integrate select agencies within combatant command training events and related venues. And second, Joint Training System specialists will be authorized and assigned to select combat support agencies to help them develop, implement, and execute a training program within the guidelines of the Joint Training Policy. As Joint Staff-provided assets, these highly experienced specialists will provide the combatant commands, interagency, and combat support agencies with expertise needed to execute the Joint Training System.

4.2.2.7.1.   Expand Interagency Participation in Joint Training.

4.2.2.7.1.1.   Intent: This subtask develops a joint interagency training specialist program. This program involves a three-step approach. First, specialist requirements are identified and validated. Second, an implementation plan is designed to support

the requirements. The plan will include identification of the specialists' roles and responsibilities, statements of work for each position, and technical support requirements. Third, the plan will be executed in accordance with the implementation plan and associated funding to place interagency Joint Training System specialists within select combatant command staffs.

4.2.2.7.1.2. Key Milestones:

4.2.2.7.1.2.1. Milestone 1 (August, 2003): Subtask Initial Operational Capability (IOC)—Deploy initial cadre of personnel to select combatant commands.

4.2.2.7.1.2.2. Measure of Success: First Specialist assigned and on station.

4.2.2.7.1.2.3. Milestone 2 (October, 2006): Subtask Full Operational Capability (FOC)—Implementation Plan complete.

4.2.2.7.1.2.4. Measure of Success: All interagency specialists assigned and on station, first training cycle complete, and active participation in the training program from the representative organization.

4.2.2.7.2. Expand the Combat Support Agency Specialist Program

4.2.2.7.2.1. Intent: This subtask develops a Combat Support Agency Joint Training System specialist program. This program involves the same three-step approach used for the interagency training specialists. First, specialist requirements are identified and validated. Second, an implementation plan is designed to support requirements. The plan includes identification of the specialists' roles and responsibilities, statements of work for each position, and technical support requirements. Third, the plan will be executed in accordance with the implementation plan and associated funding to place Combat Support Agency Joint Training System specialist within select combat support agency staffs.

4.2.2.7.2.2. Key Milestones:

4.2.2.7.2.2.1. Milestone 1 (April, 2003): Subtask IOC—Deploy initial cadre of personnel to combat support agencies.

4.2.2.7.2.2.2. Measure of Success: Action completed. IOC at task initiation, two combat support agency specialists currently on assignment.

4.2.2.7.2.2.3. Milestone 2 (March, 2008): Subtask FOC—combat support agency specialist program fully implemented.

4.2.2.7.2.2.4. Measure of Success: Requisite positions funded, positions filled, and first cycle of training complete.

4.2.2.8. IOC/FOC:

4.2.2.8.1.   IOC (October, 2003):

4.2.2.8.1.1.   Intent: Both an interagency specialist and a combat support agency specialist position is authorized, funded, and filled.

4.2.2.8.1.2.   Measure of Success: At least one interagency and combat support agency specialist position is funded and filled.

4.2.2.8.2.   FOC (March, 2008):

4.2.2.8.2.1.   Intent: Implementation plan for all specialists complete.

4.2.2.8.2.2.   Measure of Success: Requisite interagency and combat support agency specialist positions funded, positions filled, and first cycle of training complete.

4.2.2.9.   Dependencies and Linkages: This supporting action has no dependencies that would hinder or prevent completion. It has linkages to other supporting actions, and they are identified in their applicable work breakdown structures.

4.2.2.10.   Blocks I, II, and III Projected Outcomes:

Supporting Action 4.2.2.	Block I			Block II		Block III		
	2003	2004	2005	2006	2007	2008	2009	2010
Fully implement the Joint Training System specialist program								
Develop the joint interagency training specialist program								
Expand the CSA program								

Outcomes	Outcomes	Outcomes
• All position descriptions defined • Technical requirements defined • Implementation plans developed • Initial Interagency Specialist assigned • IOC achieved	• Ongoing specialist assignments • Interagency Specialist Program fully implemented	• All CSA specialist assignments complete • FOC achieved

Action 4.2.2 Table 1

4.2.2.11.   Current Situation/Status of Action: Currently revising Statements of Work for the Interagency Specialists; supporting action work breakdown structure complete.

4.2.2.12.   POC: Joint Staff, J7/JDETD/JTB, (703) 692-7261/692-6297.

4.2.3.   Action: Establish policies to ensure that individuals, units, and staffs are trained and ready to conduct joint operations upon arrival in and during employment in the combatant command area of responsibility.

4.2.3.1.   Capability: Joint Assessment and Enabling Capability

4.2.3.2.   Capability Component: Expand the Joint Training System and Link Measures of Effectiveness to Readiness.

4.2.3.3.   Lead Agency: Office of the Under Secretary of Defense for Personnel and Readiness (OUSD (P&R))

4.2.3.4.   Collaboration Agencies: JFCOM on collective training standards (units and staffs) for joint operations; Chairman, Joint Chiefs of Staff (CJCS) on individual training standards for joint operations; combatant commanders on desired joint standards and level of joint training to be continued while in the area of responsibility (AOR); and the Services.

4.2.3.5.   2002 Strategic Plan Action Number: 4.2.1.(e). and 4.2.1.(f)

4.2.3.6.   Roadmap:
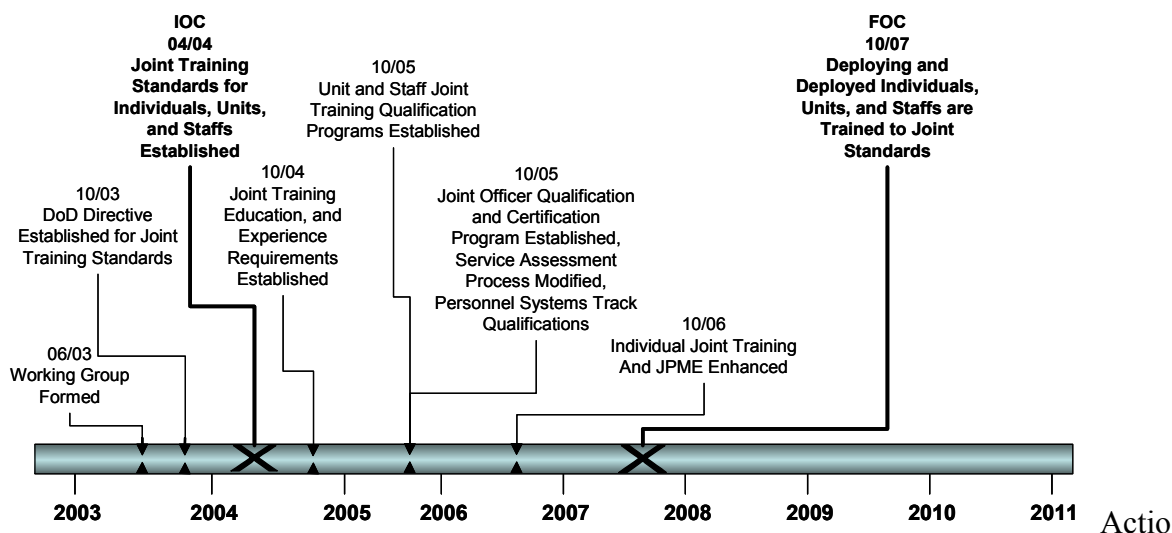
Action 4.2.3 Figure 1

4.2.3.7.   Overall Intent: Establish DoD policy that individuals, units, and staffs deploying to conduct joint operations within a combatant commander's AOR are trained for joint operations prior to arrival and that joint training is continued for applicable individuals, units, and staffs while employed in the combatant command AOR. Intent is to provide the combatant commander with individuals, units, and staffs trained and ready to conduct joint operations upon arrival in the AOR.

4.2.3.7.1. Currently, individuals (military, government civilian, and contractor), units, and staffs deploying to conduct joint operations do not usually receive joint training prior to arrival at a combatant command AOR. Since joint training must then be provided in place, time and resources are needed, and uniformity of training across combatant commands is lacking. Training is often not continued while employed within a combatant command AOR.

4.2.3.7.2. With joint operational training for individuals, units, and staffs occurring before deployment, they will be ready to contribute upon arrival in the combatant commander's AOR. Also, the training provided before deployment will be standardized to promote interoperability across combatant commands. Training while employed within the combatant command AOR will ensure personnel remain trained and ready.

4.2.3.8. Key Milestones:

4.2.3.8.1. OUSD (P&R) establishes working group to address issues impacting this action (June 2003).

4.2.3.8.2. OUSD (P&R), in collaboration with the Joint Staff, JFCOM, the Services and the combatant commanders, establish policy on joint training and publish this in a DoD directive (1 October 2003).

4.2.3.8.3. CJCS establishes individual joint training standards (1 April 2004).

4.2.3.8.4. JFCOM establishes collective joint training standards for units and staffs (1 April 2004). Note that the Standing Joint Force Headquarters (SJFHQ) implementation plan supports training of Joint Task Forces (JTFs) with resources available via Advanced Distributed Learning (ADL).

4.2.3.8.5. Combatant commanders collaborate on individual and collective joint training standards. Joint training, education, and experience requirements established (1 October 2004).

4.2.3.8.6. Unit and staff joint training qualification program established (1 October 2005).

4.2.3.8.7. Joint officer qualification and certification program established; service assignment process modified; and personnel systems track qualifications (1 October 2005).

4.2.3.8.8. Individual joint training and Joint Professional Military Education (JPME) enhanced (1 October 2006).

4.2.3.8.9. Deploying and deployed individuals, units, and staffs are trained to joint standards (1 October 2007).

4.2.3.9. Measures of Success: Success is achieved when (percent to be determined) individuals (military and civilian), units, and staffs are trained to joint standards before deployment to a combatant command AOR and continue to train to joint standards while employed in a combatant command AOR.

4.2.3.10. Initial Operational Capability (IOC)/Full Operational Capability (FOC):

    4.2.3.10.1. IOC– 1 April 2004. IOC occurs when joint training standards for individuals, units, and staffs are established.

    4.2.3.10.2. FOC– 1 October 2007. FOC is when individuals (military, government civilian, and contractor), units, and staffs are trained to joint standards before arrival at joint duty and continue to train for joint operations while in the combatant commander's AOR.

4.2.3.11. Dependencies and Linkages: This action is dependent on establish of Joint Training Standards by CJCS and JFCOM. This action is further dependent on and linked to full implementation of the Joint Training System and enhancement of Joint Professional Military Education. Requires support from Strategic Plan Actions 4.1.1., 4.1.2., 4.1.6., 4.2.1.a., 4.2.1.f., 4.2.3.d., and 4.2.3.e.

4.2.3.12. Blocks I and II Projected Outcomes:

Supporting Action 4.2.3.	Block I			Block II	
	2003	**2004**	**2005**	**2006**	**2007**
Form Working Group	████	██████████	██████████	██████████	██████████
WG produces DoD Directive for joint training	████				
Joint training standards established for individuals, units, and staffs	████	██████			
Joint training, education, and experience requirements established		██████	██████████	██████████	██████████
Unit and Staff Joint Training Qualification Program established		████	██████████	██████████	██████████
Joint Officer/NCO Qualification and Certification Program established		████	██████████	██████████	██████████
Service assignment process modified			████	██████████	██████████
Personnel systems track qualifications			████	██████████	██████████
Individual joint training and JPME enhanced				██████	██████████
Deploying and deployed individuals, units, and staffs are trained to joint standards					████
		IOC			FOC

Outcomes	Outcomes
• Working Group produces DoD Directive for joint training • Joint training standards for individuals, units, and staffs established (IOC) • Joint training, education, and experience requirements established • Unit and Staff Joint Training Qualification Program established • Joint Officer Qualification and Certification Program established • Service Assignment Process modified	• Individual joint training and JPME enhanced • Deploying and deployed individuals, units, and staffs are trained to Joint Standards • FOC achieved

Action 4.2.3 Table 1

4.2.3.13. Current situation/status: Tasked for action; Working Group to be formed in June 2003.

4.2.3.14. POC: Readiness and Training Office, OUSD (P&R), (703) 614-9550.

4.3.   Capability Component: Develop Additional Joint Task Lists for the Universal Joint Task List

4.3.1.   Action: Establish appropriate linkages between unit mission essential tasks and joint mission essential tasks, and develop automated support tool for current and future Universal Joint Task List uses.

4.3.1.1.   Capability: Joint Assessment and Enabling Capability

4.3.1.2.   Capability Component: Develop additional joint task lists for the Universal Joint Task Lists (UJTL).

4.3.1.3.   Lead Agency: Chairman, Joint Chiefs of Staff (CJCS) (Joint Staff/J7)

4.3.1.4.   Collaboration Agencies: Services, USJFCOM, combatant commands, and combat support agencies, Joint Staff J3/J5

4.3.1.5.   2002 Strategic Plan Action Number: 4.1.3.

4.3.1.6.   Roadmap:
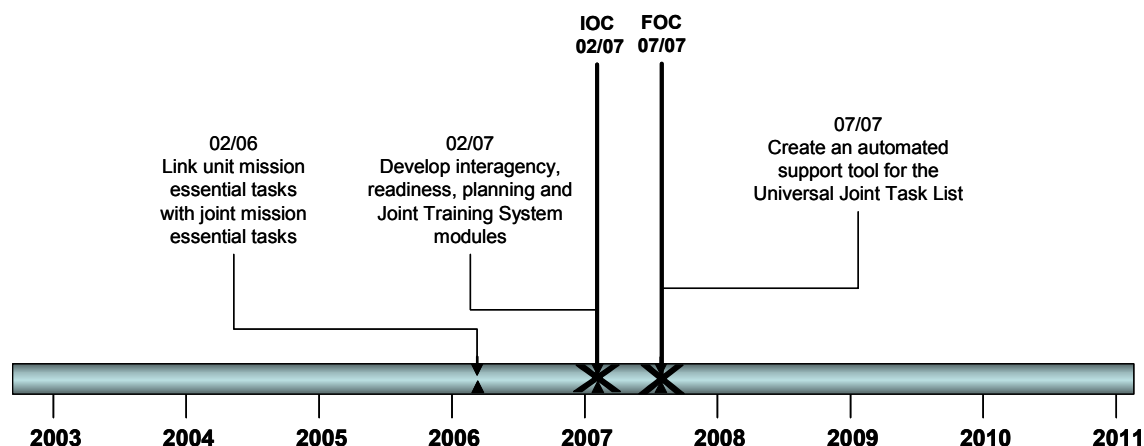
Action 4.3.1 Figure 1

4.3.1.7.   Overall Intent: This action will establish appropriate linkages between unit mission essential tasks and joint mission essential tasks, and develop an automation support tool for current and future uses of the Universal Joint Task List by both active and Reserve forces. With the establishment of US Northern Command, the Universal Joint Task List will expand to cover domestic crisis and consequence management tasks, conditions, and standards. The Universal Joint Task List increasingly underpins planning, training, readiness reporting, lessons learned, and resource allocation. Linking joint mission essential tasks to unit mission essential tasks provides the foundation for mission-related readiness reporting, resource requirement allocation, and congruent mission preparedness at all echelons. The linkage of joint mission essential tasks to subordinate unit mission essential tasks relies upon the common language of the Universal Joint Task

List and individual service task lists. It is extremely difficult to ensure unit mission essential tasks are properly supporting joint mission essential tasks without an accessible, transportable, adaptable support tool. An automation support tool for the Universal Joint Task List will satisfy all the aforementioned requirements while simultaneously minimizing resource requirements (e.g., manpower) and processing time.

4.3.1.8. Link unit mission essential tasks with joint mission essential tasks.

4.3.1.8.1. Intent: This subtask will define requirements, analyze requirements, and design a process linking unit mission essential tasks and joint mission essential tasks. The task's requirements document will be based on a mission-to-task analysis of a representative war plan. The document will define vertical and horizontal organization, mapping and formatting requirements; reassess each task within the Universal Joint Task List, conditions and standards; reassess service/unit tasks conditions and standards; and document terms of reference. The task's analysis section will examine the mission-to-task process requirements and data requirements to identify methodology, format, and technology requirements, and compile requirements for use in the design process. The task's design process includes completion of study efforts to 1. Determine the best top to bottom integration approach; 2. Develop functional specifications; 3. Develop a systems model based on functional specifications; and 4. Incorporate feedback into the model. Finally, given the task's finding, recommended adjustments policies and procedures will be published and a technology tool design proposal will be completed.

4.3.1.8.2. Key Milestone (February, 2006): Policy and processes are published linking unit mission essential tasks and joint mission essential tasks, and technology tool is available and in use.

4.3.1.8.3. Measure of Success: Policies and procedures effectively link mission essential tasks among units and joint organizations – links joint tasks with supporting unit tasks.

4.3.1.9. Create an automated support tool for the Universal Joint Task List.

4.3.1.9.1. Intent: This subtask develops a Universal Joint Task List support tool (UJTL 5.0) and will comprise part of the execution phase of the preceding subtask. This subtask includes a scoping phase, tool development phase, and a tool certification phase. The Scoping phase will be used to develop and publish Universal Joint Task List automation requirements and refine its process and content. The Scoping phase also includes a study to determine the best automation systems approach to satisfy UJTL 5.0 requirements and how to ensure interoperability between the Department and the Federal, state, and local government and the State National Guards. The Development phase includes automation support tool design, development, testing documentation, deployment, and post deployment review processes. The Design process develops functional specifications, an information technology plan, and a prototype of the UJTL 5.0 automation support tool. The Development process identifies modular and tiered design parameters, creates the code, and institutes initial developer debugging tests.

The Testing process includes an incremental testing program that segues from unit testing to integration testing and concludes with pilot beta testing. The Documentation process will develop user manuals and Help documentation. The Deployment process will establish a deployment strategy, a methodology, and will deliver the tool to the users. This process will also include development and delivery of training materiel to ensure users receive adequate training on or before software delivery. The Post Implementation Review process provides necessary user feedback by documenting lessons learned, creating a software maintenance plan, and correcting and updating software code and documentation materiel. Finally, the certification process will include a formal field application and certification methodology to fully certify the UJTL 5.0 software for all appropriate systems.

4.3.1.9.2. Key Milestone (July, 2007): Automated UJTL 5.0 support tool completed and fielded.

4.3.1.9.3. Measure of Success: Universal Joint Task List automated support tool, assists in the development and maintenance of the Universal Joint Task List, assists in training and warplans development, and includes a system to fully exploit the Universal Joint Task List database. The automated support tool must be functional at all echelons of command and interoperable with key training and planning systems, and with the Defense Readiness Reporting System (DRRS). The Universal Joint Task List definition includes vertical and horizontal organization mapping and format. The Universal Joint Task List measures and criteria of performance and terms of reference are described.

4.3.1.10. Develop interagency, readiness, planning, and Joint Training System modules.

4.3.1.10.1. Intent: This subtask will enable interfacing between UJTL 5.0 and systems and processes associated with the interagency, readiness assessment and reporting, war planning, Crisis and Consequence Management planning, and the Joint Training System (via the Joint Training Information Management System). This effort uses the same approach as that used for the UJTL 5.0 software development to develop the software for each of the modules, i.e., Scope, Design, Development, Testing, Documentation, Deployment, and Post Implementation Review. At the end of this subtask, functional UJTL 5.0 modules will be developed and delivered to the users along with necessary training and supporting documentation.

4.3.1.10.2. Key Milestone (February, 2007): Complete development of interagency, readiness, planning, and Joint Training System software/content modules.

4.3.1.10.3. Measure of Success: Software must include a mechanism to accomplish vertical and horizontal linkage for interagency, DRRS, planning, and Joint Training System tasks.

4.3.1.11. Initial Operational Capability (IOC) /Full Operational Capability (FOC):

4.3.1.11.1. IOC: February, 2007

4.3.1.11.1.1. Intent: An automated support tool for the Universal Joint Task List is deployed.

4.3.1.11.1.2. Measure of Success: One revision cycle for the Universal Joint Task List is complete using the automated Universal Joint Task List tool to include interagency, readiness, planning, and Joint Training System applications.

4.3.1.11.2. FOC: July, 2007

4.3.1.11.2.1. Intent: Appropriate linkages between unit mission essential tasks and joint mission essential tasks are established and Universal Joint Task List support tool is developed.

4.3.1.11.2.2. Measure of Success: UJTL 5.0 complete, one revision cycle complete, unit and joint mission essential task linkages integrated with other user communities and interagency; and linkage process and automated Universal Joint Task List supports joint training, unit training, and the Joint National Training Capability.

4.3.1.12. Dependencies and Linkages: This supporting action is dependent on the Universal Joint Task List serving as the common operational framework language common among stakeholder organizations. The resulting outcome capabilities of this supporting action will directly link to and affect the DRRS-compatible readiness assessment and reporting systems. It will also directly affect the Joint Training System and the Joint Training Information Management System. All linkages among supporting actions are identified in their work breakdown structure.

4.3.1.13. Blocks I, II, and III Projected Outcomes

Supporting Action 4.3.1.	Block I			Block II		Block III		
	2003	2004	2005	2006	2007	2008	2009	2010
Establish appropriate linkages between unit mission essential tasks and joint mission essential tasks, and automate the UJTL								
Link Unit METs to Joint METs								
Automated UJTL support tool developed and fielded								
Develop inter-agency, readiness, planning and JTS software/content modules				IOC FOC				
	Outcomes			**Outcomes**		**Outcomes**		
	• Mission to task study and data analysis complete • Vertical and horizontal requirements mapping, formatting, requirements set • Assessment of UJTL/Service tasks, conditions and standards • Analysis of existing policy, documentation • Top to bottom integration study complete • Bottom to top integration study complete • Terms of reference reassessed and documented • Linkages between unit and joint mission essential tasks defined			• IOC achieved • Automated UJTL 5.0 support tool fielded • Automation tool certification complete • Module development and testing completed for agencies, planning, readiness and JTS • System review and full scale deployment • FOC achieved				

Action 4.3.1 Table 1

4.3.1.14. Current Situation/Status of Action: The Universal Joint Task List Requirements Document and the Plan to Task Study contract package are undergoing the final approval process; supporting action Work Breakdown Structure complete.

4.3.1.15. POC: Joint Staff, J7/JDETD/JTB, 692-7279/692-7267.

4.3.2.   Action: Develop a common set of interagency, intergovernmental, and multinational "Joint" Mission Essential Tasks.

4.3.2.1.   Capability: Joint Assessment and Enabling Capability

4.3.2.2.   Capability Component: Develop Additional Joint Task Lists for the Universal Joint Task List.

4.3.2.3.   Lead Agency: Office of the Under Secretary of Defense for Policy (OUSD (P))

4.3.2.4.   Collaboration Agencies: Chairman, Joint Chiefs of Staff (CJCS), USJFCOM, NORTHCOM, Special Operations and Low Intensity Conflict (SOLIC), Office of the Assistant Secretary of State for Homeland Defense and OUSD for Personnel and Readiness (P&R).

4.3.2.5.   2002 Strategic Plan Action Number: 4.1.8.

4.3.2.6.   Roadmap:
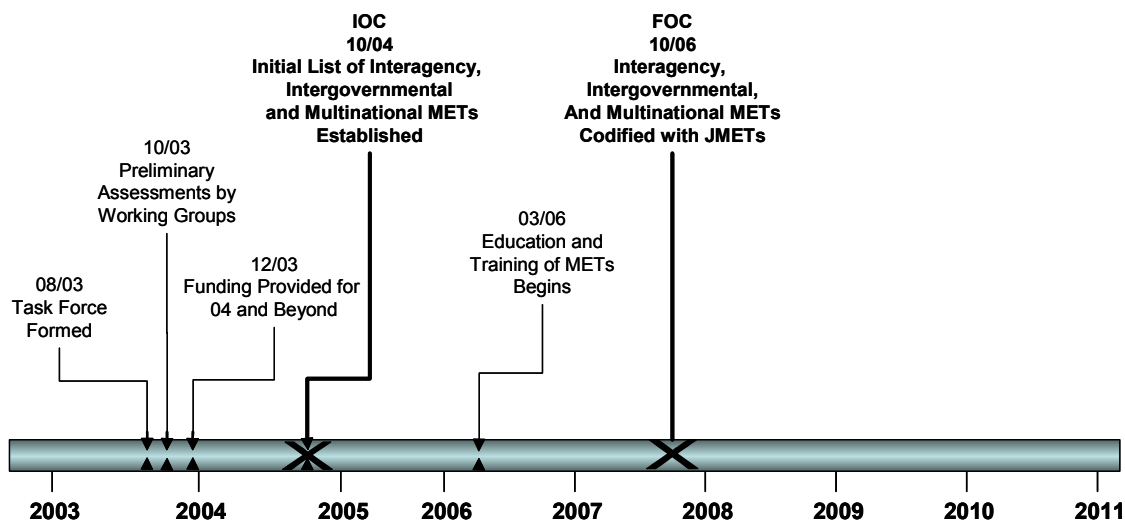
Action 4.3.2 Figure 1

4.3.2.7.   Overall Intent: USD (P) organizes and leads a collaborative task force that broadens the "Joint" construct and expands mission essential tasks to include interagency, intergovernmental, and multinational tasks.

4.3.2.8.   Key Milestones:

4.3.2.8.1.   October 02 Task Force Formation. Office of Primary Responsibility: USD (P)

4.3.2.8.2.   January - February 03 Task Force Funding Decisions: USD (P)

4.3.2.8.3. March – June 03 Task Research, Participants Identification, Requirements Determination, and Development of White Papers: USD (P)

4.3.2.8.4. June – July 03 Planning and Preparation for Convening Task Force Conference: USD (P)

4.3.2.8.5. August 03 Task Force Conference Conducted and Working Groups Established (Interagency, Intergovernmental, Multinational, Technical, and Integration): USD (P)

4.3.2.8.6. August - October 03 Task Force Working Groups Make Preliminary Assessments and Provide Initial Feedback to the Joint Integrated Process Team (JIPT). Office of Primary Responsibility: J7, JFCOM, NORTHCOM, National Defense University (NDU)

4.3.2.8.7. August – December 03 Refinement of Budget Requirements. Office of Primary Responsibility: USD (P)

4.3.2.8.8. October 03 – March 04 Task Force Mission Essential Task List (METL) Development and Refinement. Office of Primary Responsibility: USD(P)

4.3.2.8.9. March 04 - October 04 Expanded Coordination of Interagency, Intergovernmental, and Multinational METL. Office of Primary Responsibility: USD(P), Office of the Assistant Secretary of Defense for Homeland Defense, J7, JFCOM, NORTHCOM, NDU

4.3.2.8.10. October 04 (Initial Operational Capacity (IOC)) Joint Mission Essential Task List (JMETL) for Interagency, Intergovernmental, and Multinational Operations Part of Universal Joint Task List (UJTL) and Introduced into Joint Training System (JTS). Office of Primary Responsibility: USD (P), J7, JFCOM

4.3.2.8.11. October 04 – March 05 Determination of Education and Training Requirements and Assessment of Doctrine and Process Requirements. Office of Primary Responsibility: J7, NDU, JFCOM

4.3.2.8.12. April 05 – June 05 Development of Recommendations on Doctrine and Process and Methods for Education and Training. Office of Primary Responsibility: J7, NDU, JFCOM

4.3.2.8.13. July 05 – March 06 Implementation of Education and Training for Joint Mission Essential Tasks (JMETs) Supporting Interagency, Intergovernmental, and Multinational Operations. Office of Primary Responsibility: NDU, JFCOM

4.3.2.8.14. October 06 Codification of broadened "Joint" METL with other T2 efforts (Full Operational Capacity (FOC)). Office of Primary Responsibility: USDP&R

4.3.2.9. Measures of Success:

4.3.2.9.1.   JMETLs established for interagency, intergovernmental, and multinational operations and introduced into JTS.

4.3.2.9.2.   Education and training established to prepare individuals, staffs, and units for interagency, intergovernmental, and multinational operations.

4.3.2.10.   IOC / FOC:

4.3.2.10.1.   IOC – 1 October 2004. IOC occurs when JMETL for interagency, intergovernmental, and multinational operations are part of the UJTL and are introduced into the Joint Training System.

4.3.2.10.2.   FOC – 1 October 2006. FOC is achieved when there is a codification of the broadened "Joint" METL with other Training Transformation (T2) efforts.

4.3.2.11.   Dependencies and Linkages: This task is dependent on the participation of Federal agencies for interagency tasks, on the full activation of HQ NORTHCOM for intergovernmental tasks, and on the cooperation of foreign militaries and the NATO Alliance for multinational tasks. This task is further dependent on and linked to the full implementation of the Joint Training System – action 4.1.1., as well as requiring support from other Strategic Plan Actions – 4.1.2., 4.1.6., 4.1.7., 4.2.1.e., 4.2.2.f., 4.2.2.g., 4.2.3.d., and 4.2.3.e.

4.3.2.12. Blocks I, II, and III Projected Outcomes (chart):

Supporting Action 4.3.2.	Block I			Block II		Block III		
	2003	2004	2005	2006	2007	2008	2009	2010
Form task force for IA, IG, and MN Joint METs								
Preliminary WG assessments								
TF METL development and refinement								
JMETL in UJTL & used in JTS								
Ed & training requirements ID & methods								
Assessment doctrine and process								
Implementation of education & training for JMETs								
Codification of "Joint" METL with T2 efforts								
		IOC		FOC				

Outcomes	Outcomes	Outcomes
• Task force formation planning and funding • Research, participants identification, determine requirements, develop White Papers • Plan and prepared to convene TF conference • Conduct task force conference, establish Working Groups • WGs preliminary assessments & feedback • METL development and refinement • Expanded coordination of IA, IG, and MN METL • JMETL for IA, IG, & MN becomes part of UJTL and introduced into JTS (IOC) • Education and training requirements determined; doctrine and process requirements assessed • Recommendations on methods for education and training, changes to doctrine and process	• Education and training for JMETs supporting IA, IG, and MN operations implemented • Broadened "Joint" METL codified with other T2 efforts • FOC achieved	

Action 4.3.2 Table 1

4.3.2.13.   Current situation/status: Task Force concept under development. Preliminary contacts underway with potential task force participating agencies. Funding shortfall delays formation of working groups.

4.3.2.14.   POC: ODASD/Resources & Plans, (703) 614-4535.

4.4. Capability Component: Track Joint Education Training, and Experience of DoD Personnel

4.4.1. **Action: Define interactions between manpower, personnel management, and training systems, and ensure that these systems and supporting processes are integrated.**

4.4.1.1. Capability: Joint Assessment and Enabling Capability

4.4.1.2. Capability Component: Track Joint Education Training and Experience of DoD Personnel

4.4.1.3. Lead Agency: Office of the Under Secretary of Defense for Personnel and Readiness (OUSD (P&R))

4.4.1.4. Collaboration Agencies: Office of the Assistant Secretary of Defense for Reserve Affairs, Chairman, Joint Chiefs of Staff (CJCS) and Services

4.4.1.5. 2002 Strategic Plan Action Number: 4.2.3.(f)

4.4.1.6. Roadmap:
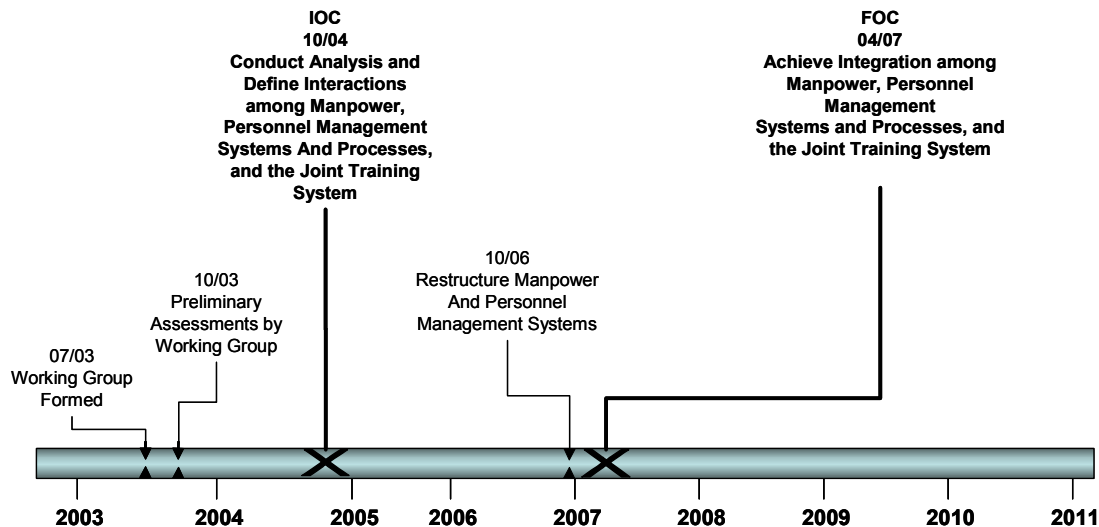
Action 4.4.1 Figure 1

4.4.1.7. Overall Intent: Analyze and define the desired interaction between manpower, personnel management, and training systems to ensure that these systems and their supporting processes are integrated in a manner that better enables joint operations. Appropriate adjustments or corrective actions will be taken to achieve this integration. Intent is to achieve an interaction among these systems that results in qualified and trained personnel being assigned to joint duty positions.

4.4.1.7.1.   Currently, integration involving manpower, personnel management, and training systems is inadequate. DoD systems do not track certain types of joint experience such as Joint Task Force experience. These shortfalls, at best, impede the effective use of personnel.

4.4.1.7.2.   By using available technology that provides a tracking and identification capability for joint training and experience, provide a means to plan for and manage DoD personnel. This will enable better and timelier use of available resources.

4.4.1.8.   Key Milestones:

4.4.1.8.1.   OUSD (P&R) establishes working group to address issues impacting this action (July 2003) and completes preliminary assessments (1 October 2003).

4.4.1.8.2.   Analyze and define interaction between manpower, personnel management, and training systems (1 April 2004).

4.4.1.8.2.1.   Determine whether these systems and their supporting processes are integrated in a manner that better enables joint operations (1 October 2004).

4.4.1.8.2.2.   Restructure manpower and personnel management systems and processes (1 October 2006).

4.4.1.8.2.3.   Adapt and restructure systems to achieve integration among manpower/personnel management systems and processes and the Joint Training System (1 April 2007).

4.4.1.8.3.   Measures of Success:

4.4.1.8.3.1.   Manpower, personnel management, and training systems interactions are integrated.

4.4.1.8.3.2.   Enablers to improve joint operations are identified in the process and support systems.

4.4.1.8.3.3.   Systems are integrated to optimally match personnel and their joint training experience to appropriate joint duty positions.

4.4.1.9.   Initial Operational Capability (IOC)/Full Operational Capability (FOC):

4.4.1.9.1.   IOC – 1 April 2004. IOC occurs when interactions between manpower, personnel management, and training systems are analyzed and defined.

4.4.1.9.2.   FOC – 1 April 2007. FOC occurs when manpower, personnel management, and training systems achieve desired integration.

4.4.1.10. Dependencies and Linkages: This action is dependent on the development and implementation of the Defense Integrated Manpower and Human Resources System (DIMHRS). This action is further dependent on and linked to the full implementation of the Joint Training System – Strategic Plan Action 4.1.1., as well as requiring support from other actions – 4.1.6., 4.2.3.d., and 4.2.3.e.

4.4.1.11. Blocks I and II Projected Outcomes:

Supporting Action 4.4.1.	Block I			Block II	
	2003	**2004**	**2005**	**2006**	**2007**
Form Working Group, begin analysis	▬▬▬▬▬▬▬▬▬▬▬▬▬▬▬▬▬▬▬▬▬▬▬▬▬▬				
WG assessments and interactions defined	▬▬▬▬▬▬▬				
Restructure manpower/personnel management systems and processes			▬▬▬▬▬▬▬▬▬▬▬▬▬▬		
Expand JTS to accept and integrate with Defense Integrated Management Human Resource System (DIMHRS)		▬▬▬▬▬▬▬▬▬▬▬▬▬▬▬▬▬▬▬▬▬▬▬			
			IOC		FOC

Outcomes (Block I)
- Working Groups conduct analysis and assessments leading to definition of interactions
- WG determines requirements to restructure manpower/personnel management systems and processes
- Joint Training System expanded to accept and integrate with DIMHRS

Outcomes (Block II)
- Manpower and Personnel Management Systems and Processes are fully integrated with the Joint Training System
- FOC achieved

Action 4.4.1 Table 1

4.4.1.12. Current situation/status: Tasked for action; Working Group to be formed in July 03.

4.4.1.13. POC: Readiness and Training Office, OUSD (P&R), (703) 695-6857.

4.4.2.   Action: Ensure that personnel systems uniformly define and can routinely track joint training qualifications and experiences, and use them to select qualified personnel for joint assignments.

4.4.2.1.   Capability: Joint Assessment and Enabling Capability

4.4.2.2.   Capability Component: Track Joint Education Training and Experience of DoD Personnel.

4.4.2.3.   Lead Agencies: Split – Office of the Under Secretary of Defense for Personnel and Readiness (OUSD (P&R)) for policy to train individuals (military and civilian) to new joint standards prior to arrival at joint duty; Chairman, Joint Chiefs of Staff (CJCS) for new joint standards that individuals are to be trained prior to arrival at joint duty, and CJCS for personnel systems tracking and assignments.

4.4.2.4.   Collaboration Agencies: Office of the Assistant Secretary of Defense for Reserve Affairs, CJCS, and Services

4.4.2.5.   2002 Strategic Plan Action Numbers: 4.1.6., 4.2.3.(d)

4.4.2.6.   Roadmap:
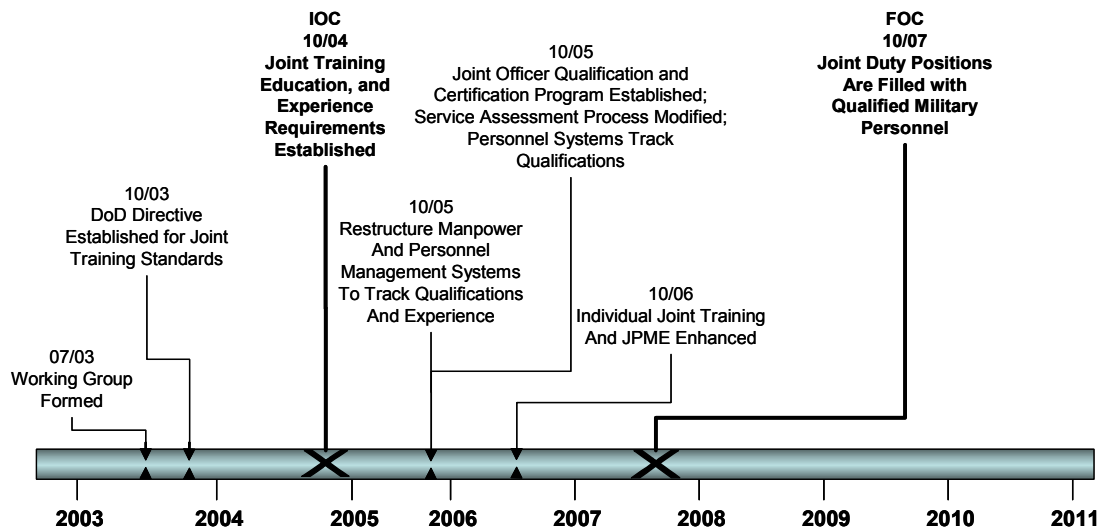
Action 4.4.2 Figure 1

4.4.2.7.   Overall Intent: Establish DoD policy that individuals (military and civilian) will be trained to new joint standards (CJCS lead) prior to arrival at joint duty. CJCS will ensure personnel systems are restructured to uniformly and routinely track joint training qualifications and experiences and that this data will be used to select qualified personnel for joint assignments. Intent is to better enable joint operations by ensuring that personnel arriving for joint duty under a combatant commander have been properly selected and are qualified for joint duty based on training to established joint standards and previous

experience.

4.4.2.7.1. Currently, only half of the individuals are arriving at their joint duty assignment with joint training or experience. Joint operations are hindered because resources must be expended to train individuals in the joint operational arts.

4.4.2.7.2. Having personnel trained to joint standards and tracking their qualifications and experience, will permit newly assigned personnel to be better integrated into joint assignments. This will make the individual more effective and improve joint operations.

4.4.2.8. Key Milestones:

4.4.2.8.1. OUSD (P&R) establishes a working group to address issues impacting this action (July 2003).

4.4.2.8.2. Establish DoD policy that individuals (military and civilian) will be trained to new joint standards prior to arrival at joint duty (1 October 2003).

4.4.2.8.3. Establish requirements for joint training, education, and experience (1 October 2004).

4.4.2.8.4. Adapt or restructure personnel systems (CJCS lead) to uniformly define and routinely track joint training qualifications and experiences (1 October 2005).

4.4.2.8.5. Implement policy, new joint standards, and modified personnel system to track, select, and assign qualified personnel to joint duty (1 October 2005).

4.4.2.8.6. Individual joint training and Joint Professional Military Education enhanced (1 October 2006).

4.4.2.8.7. Joint duty positions filled with qualified military and civilian personnel (1 October 2007).

4.4.2.9. Measures of Success: Success is achieved when (90%) of personnel arrive at their joint duty assignment trained to CJCS-established joint standards.

4.4.2.10. Initial Operational Capability (IOC) /Full Operational Capability (FOC):

4.4.2.10.1. IOC – 1 October 2004. IOC occurs when joint training standards are established.

4.4.2.10.2. FOC – 1 October 2007. FOC occurs when military and civilian personnel have their joint training and experience tracked and used for joint assignment selection.

4.4.2.11.   Dependencies and Linkages: This action is dependent on the development and implementation of the Defense Integrated Manpower and Human Resources System (DIMHRS). This action is further dependent on and linked to the full implementation of the Joint Training System and enhancement of Joint Professional Military Education. Requires support from Strategic Plan Actions 4.1.1., 4.1.2., 4.1.6., 4.2.1.c., and 4.2.1.e.

4.4.2.12.   Blocks I and II Projected Outcomes:

Supporting Action 4.4.2.	Block I			Block II	
	2003	2004	2005	2006	2007
Form Working Group					
WG produces DoD Directive for Joint Training Standards					
New Joint Standards established for individuals prior to Joint Duty					
Restructure manpower and personnel management system (DIMHRS) to track qualifications and experience					
Joint Officer/NCO qualification and certification established					
Service assignment process modified					
Personnel systems track qualifications					
Individual Joint Training and JPME enhanced					
Joint Duty positions are filled with qualified military personnel					
			IOC		FOC

Outcomes	Outcomes
• Working Group produces DoD Directive for Joint Training Standards • Joint training, education, and experience requirements established • Manpower and Personnel Management Systems restructured to track joint qualifications and experience • Joint Officer qualification and certification established • Service assignment process modified	• Individual Joint Training and JPME enhanced • Joint Duty positions are filled with qualified military personnel • FOC achieved

Action 4.4.2 Table 1

4.4.2.13.   Current situation/status: Tasked for action; Working Group to be formed in July 2003.

4.4.2.14.   POC: Readiness and Training Office, OUSD (P&R), (703) 695-6857.

4.4.3.   Action: Increase emphasis in personnel and education systems for joint leader development, and adapt personnel policies to facilitate joint assignments and certification of joint leaders.

4.4.3.1.   Capability: Joint Assessment and Enabling Capability

4.4.3.1.1.   Capability Component: Track Joint Training, Education, and Experience of DoD Personnel.

4.4.3.2.   Lead Agencies: Split – Office of the Under Secretary of Defense for Personnel and Readiness (OUSD (P&R)) to adapt personnel and education policies to increase emphasis for joint leader development, certify joint leaders, and facilitate joint assignments. Chairman, Joint Chiefs of Staff (CJCS) to provide for increased emphasis on joint leader development, the certification of joint leaders, and the facilitation of joint assignments.

4.4.3.3.   Collaboration Agencies: USJFCOM and the other combatant commands, National Defense University (NDU), Defense Agencies, Services, Office of the Assistant Secretary of Defense for Reserve Affairs, and Intermediate and Senior-level Service Colleges.

4.4.3.4.   2002 Strategic Plan Action Number: 4.2.3.(e)

4.4.3.5.   Roadmap:
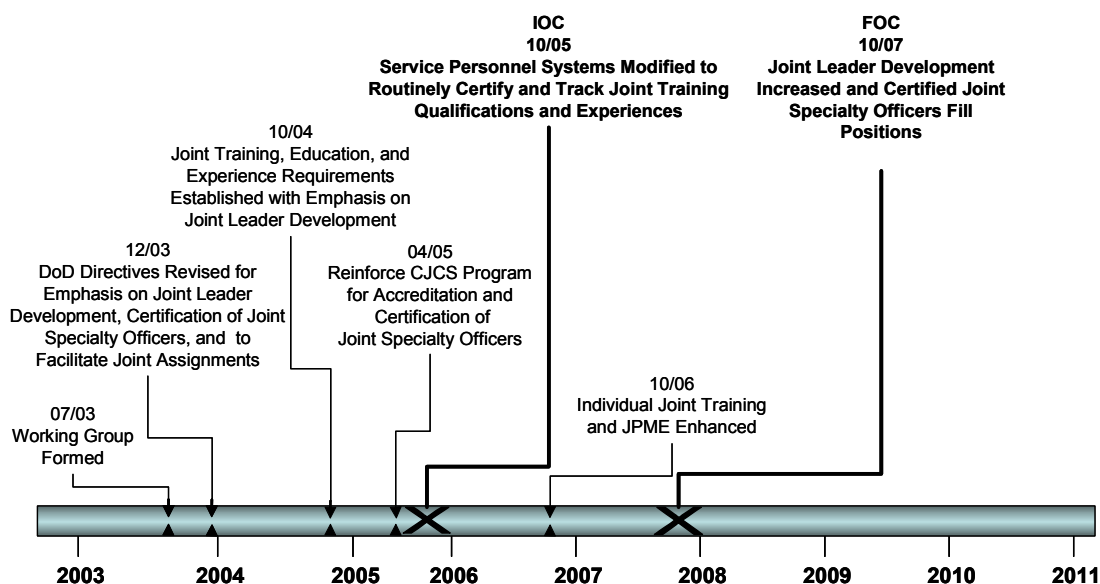
Action 4.4.3 Figure 1

4.4.3.6. Overall Intent: Establish or reinforce DoD personnel and education policies to increase emphasis on joint leader development, establish certification for joint leaders (CJCS lead to manage), and facilitate joint assignments (based on education, training, certification, and experience prior to arrival at joint duty). CJCS will ensure personnel systems are restructured to uniformly and routinely track joint training qualifications and experiences and that this data will be used to select qualified personnel for joint assignments. Ensuring that personnel arriving for joint duty have been properly selected and are qualified for joint duty based on training to joint standards and previous experience will better enable joint operations.

4.4.3.7. Currently, few individuals arrive at their joint duty assignment with the necessary joint training or experience. Joint operations are hindered because resources must be expended to train individuals in the joint operational arts.

4.4.3.8. Having personnel trained to joint standards and tracking their qualifications and experience will permit newly assigned personnel to arrive prepared for joint duty and able to be quickly integrated into joint operations.

4.4.3.9. Key Milestones:

4.4.3.9.1. Form Working Group to adapt DoD, CJCS, and Service Directives to increase emphasis on joint leader development, provide for certification of joint leaders, and facilitate joint assignments. Working Group will determine the desired skills, knowledge, and experience for each joint duty skill and leadership position or group of positions necessary to perform effectively. Specifically, identify joint training, joint education, and joint operational experience requirements for each joint duty position, group of positions, or unit. (July 2003).

4.4.3.9.2. Revise appropriate DoD Directives to increase emphasis on joint leader development, provide a program to certify joint leaders, and facilitate joint assignments. Develop or modify databases to catalog all joint training, joint education, and joint experience requirements by position, group of positions, or unit. (1 December 2003).

4.4.3.9.3. Conduct analyses to determine deficiencies between joint education and training requirements and available training and education curriculum and courseware. Establish joint training, education, and experience requirements with increased emphasis on joint leader development (1 October 2004).

4.4.3.9.4. Reinforce CJCS program for the accreditation and certification of joint leader education (1 April 2005).

4.4.3.9.5. Restructure manpower and personnel management systems to routinely certify and track individual service members' qualifications and experience. Develop a common architecture for Services and their Reserve components to use as they develop automation tools to track personnel qualifications data (1 October 2005).

4.4.3.9.6.   Establish intermediate and senior-level joint officer qualification and joint leader certification programs for joint specialty officer (JSO) designation (1 October 2005).

4.4.3.9.7.   Expand and enhance accredited individual joint training and Joint Professional Military Education programs; develop new courseware or modify existing courseware for resident and non-resident programs to close gaps identified in individual joint training (1 October 2006).

4.4.3.9.8.   Standardize joint leader development curricula and assign certified joint leaders to fill joint specialty positions (1 October 2007).

4.4.3.10.   Measures of Success: Success is achieved when 90% of Active Duty personnel assigned to fill JSO positions arrive with JSO certification and when 90% of National Guard and Reserve personnel, being assigned to Reserve component joint billets are Joint Professional Military Education II qualified.

4.4.3.11.   Initial Operational Capability (IOC)/Full Operational Capability (FOC):

4.4.3.11.1.   IOC – 1 October 2005. IOC occurs when service personnel systems are restructured to uniformly and routinely certify and track joint training qualifications and experiences of both active and Reserve component personnel.

4.4.3.11.2.   FOC - 1 October 2007. FOC occurs when certified joint leaders from all Services are assigned to fill JSO positions and Reserve component Joint billets.

4.4.3.12.   Dependencies and Linkages: This action is dependent on the development and implementation of the Defense Integrated Manpower and Human Resources System (DIMHRS). Joint Professional Military Education (JPME) is governed by Officer Professional Military Education Policy (OPMEP) in accordance with CJCS Instruction 1800.01A. This action is further dependent on and linked to the full implementation of the Joint Training System and enhancement of Joint Professional Military Education. Requires support from Strategic Plan Actions 4.1.1., 4.1.2., 4.1.6., 4.2.1.c., 4.2.1.e., and 4.2.3.d.

4.4.3.13. Blocks I and II Projected Outcomes:

Supporting Action 4.4.3.	Block I			Block II	
	2003	**2004**	**2005**	**2006**	**2007**
Form Working Group	▬▬▬▬▬▬▬▬▬▬▬▬▬▬▬▬▬▬▬▬▬▬▬▬▬				
WG produces changes to DoD Directives; develop or modify databases	▬▬				
Conduct analyses of deficiencies and establish requirements for increased emphasis on joint leaders	▬▬▬▬▬▬				
Reinforce program for accreditation and certification of joint leaders		▬▬▬▬▬▬			
Restructure manpower and personnel management system (DIMHRS) to track qualifications and experience		▬▬▬▬▬▬			
Establish intermediate and senior-level joint officer qualification and certification for JSOs		▬▬▬▬▬▬			
Service assignment process modified			▬▬▬▬▬▬▬▬▬▬		
Personnel systems track joint qualifications and certification			▬▬▬▬▬▬▬▬		
Individual joint training and JPME expanded and enhanced				▬▬▬▬▬▬	
Joint leader development curricula is standardized and positions are filled by certified joint specialty officers					▬▬
			IOC		FOC

Outcomes	Outcomes
• Working Group produces changes to DoD directives • Joint training, education, and experience requirements established with emphasis on joint leader development • Program for certification of joint leaders established • Manpower and personnel management systems restructured to track joint qualifications and experience • Joint officer qualification and joint specialty officer certification established	• Service assignment process modified • Individual joint training and JPME expanded and enhanced • Joint leader positions are filled by certified joint specialty officers • FOC achieved

Action 4.4.3 Table 1

4.4.3.14. Current situation/status: Tasked for action; Working Group to be formed in July 2003.

4.4.3.15. POC: Readiness and Training Office, OUSD (P&R), (703) 695-6857.

4.5. Capability Component: Joint Center for Lessons Learned Program

4.5.1. Action: Fully develop the Joint Lessons Learned Program.

**4.5.1.1.** Capability: Joint Assessment and Enabling Capability

4.5.1.2. Capability Component: Joint Center for Lessons Learned Program

4.5.1.3. Lead Agency: Chairman, Joint Chiefs of Staff (CJCS) (Joint Staff/J7)

4.5.1.4. Collaboration Agencies: Services, combatant commands, combat support agencies, and other select agencies

4.5.1.5. 2002 Strategic Plan Action Number: Not applicable.

4.5.1.6. Roadmap:
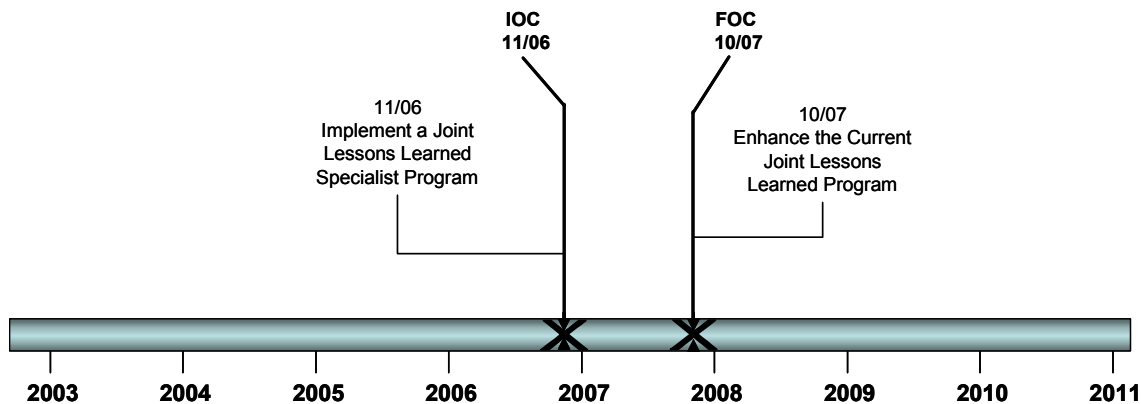
Action 4.5.1 Figure 1

4.5.1.7. Overall Intent: The purpose of this supporting action is to develop an enhanced and robust joint lessons learned program that captures data from both active and Reserve component perspectives. Enhancements will be made to the current Joint Lessons Learned Program to make it a much more robust and responsive system. Joint Lessons Learned specialists will also be authorized and funded for each combat command staff to establish programs to capture lessons from contingencies and training events and feed them into the Joint Lessons Learned Program.

4.5.1.8. Enhance the Current Joint Lessons Learned Program

4.5.1.8.1. Intent: This subtask commences with a study to analyze existing capabilities and develop alternative courses of action. An analysis of alternatives will then begin to scope the effort, develop a vision and define key milestones. A contractor will be hired to support development and execution of the joint lessons learned program. This step will establish the functional specifications to do active collection, enhanced passive collection, high-level analysis, and feedback and distribution

enhancements for joint lessons learned. The personnel, staffing, and organization requirements will be validated and implementation plans developed to execute, test, and provide user education, logistics support, and comprehensive program management.

4.5.1.8.2. Key Milestones:

4.5.1.8.2.1. Milestone 1 (March, 2004): Study complete, reviewed by Joint Staff/J7, released and published.

4.5.1.8.2.1.1. Measure of Success: Report published detailing requirements and implementation plan for an enhanced Joint Lessons Learned Program; report includes explanation of functional and methodological requirements, required customer support capabilities, required linkages to supported and supporting processes and tools, personnel and technical support necessities.

4.5.1.8.2.2. Milestone 2 (October, 2007): Enhanced Joint Lessons Learned Program fully developed and fielded.

4.5.1.8.2.2.1. Measure of Success: A fully-distributed and networked Joint Lessons Learned Program, which ensures: collection of all significant lessons learned information; augmentation of Joint After Action Report System with video, audio, and graphics; hosting of After Action Reports on key joint lessons learned; development of lessons-learned information trend analyses; access and distribution of lessons learned for training; development and incorporation of a corrective-action program that includes a validation component; emphasis on the role of senior leadership in lessons learned; completed post event activities; and deployment of the enhanced Joint Lessons Learned Program.

4.5.1.9. Implement a Joint Lessons Learned Specialist Program.

4.5.1.9.1. Intent: Joint Lessons Learned Specialists would be placed within select combatant command staffs and service lessons learned centers to assist with collection, analysis, and feedback/distribution processes. A similar process to the one used for interagency Joint Training System specialists will be used to position joint lessons learned specialists within select combatant commands.

4.5.1.9.2. Key Milestones:

4.5.1.9.2.1. Milestone 1 (November, 2006): Authorization, funding, and implementation of Joint Lessons Learned Specialists completed.

4.5.1.9.2.2. Measure of Success: All Joint Lessons Learned Program Specialists assigned and in place.

4.5.1.10. Initial Operational Capability (IOC)/Full Operational Capability (FOC):

4.5.1.10.1. IOC (November, 2006):

4.5.1.10.2.   Intent: Enhanced Joint Lessons Learned Program implemented.

4.5.1.10.2.1.   Measure of Success: A fully-distributed and networked Joint Lessons Learned Program which ensures all significant lessons-learned information is collected, to include collection of material in multiple formats and media; hosting After Action Reviews of key joint lessons learned; analyzing lessons-learned information to develop trend analysis; providing Joint Lessons Learned Program training; ensuring access and distribution of lessons learned; a robust corrective action program, including corrective action validation; and emphasizing the role of senior leadership.

4.5.1.11.   FOC (October, 2007):

4.5.1.11.1.   Intent: Joint Lessons Learned Program fully implemented and specialists in place.

4.5.1.11.2.   Measure of Success: A fully-distributed and networked Joint Lessons Learned Program which ensures all significant lessons learned information is collected; to include information collection in multiple formats and media; hosting After Action Reviews of key joint lessons learned; analyzing lessons learned information to develop trend analysis; providing Joint Lessons Learned Program training; ensuring access and distribution of lessons learned; development and incorporation of a corrective-action program that includes a validation component; funding of the Joint Lessons Learned Program specialists; filling of the Joint Lessons Learned Program specialist positions; and completion of the first cycle of lessons learned activity.

4.5.1.12.   Dependencies and Linkages: This supporting action has no dependencies that would hinder or prevent completion. It has linkages to other supporting actions and they are identified in their applicable work breakdown structure.

4.5.1.13. Blocks I, II, and III Projected Outcomes:

Supporting Action 4.5.1.	Block I			Block II		Block III		
	2003	**2004**	**2005**	**2006**	**2007**	**2008**	**2009**	**2010**
Fully develop the Joint Lessons Learned program								
Enhance the current JLLP								
Implement a Joint Lessons Learned Specialist program								
				IOC	FOC			

Outcomes	Outcomes	Outcomes
• All position descriptions defined • Technical requirements defined • Implementation plans developed • Initial JLLP Specialists assigned • JLLP study complete • JLLP policy, documentation adjustment complete	• Ongoing specialist assignments • IOC achieved • Enhanced JLLP functional, process, and technical enhancements complete • All JLLP specialist assignments complete • FOC achieved	

Action 4.5.1 Table 1

4.5.1.14. Current Situation/Status of Action: Developing Statements of Work for the Joint Lessons Learns Specialists; supporting action work breakdown structure complete.

4.5.1.15. POC: Joint Staff, J7/JDETD/JTB, 692-7261/692-6297.

4.6. Capability Component: Joint Performance Measures

4.6.1. Action: Develop metrics that measure the effectiveness of training transformation on force readiness. Develop metrics that measure the progression and success of training transformation initiatives on enhancing total force readiness.

4.6.1.1. Capability: Joint Assessment and Enabling Capability

4.6.1.2. Capability Component: Joint Performance Measures

4.6.1.3. Lead Agency: Office of the Under Secretary of Defense for Personnel and Readiness (OUSD (P&R))

4.6.1.4. Collaboration Agencies: CJCS, Services, combatant commands, combat support agencies

4.6.1.5. 2002 Strategic Plan Action Number: Not applicable

4.6.1.6. Roadmap: To be determined

4.6.1.7. Overall Intent: The quality and sophistication of joint assessment and enabling capability metrics and assessment tools will evolve as a result of the rapid spiral transformation process. Feedback of performance measurement information from the Joint Assessment and Enabling Capability will also be used to guide the evolution of Joint National Training Capability and Joint Knowledge Development and Distribution Capability. The initial set of metrics will be derived from existing tasks, conditions and standards resident within the Joint Training System and Universal Joint Task List.

4.6.1.8. The first, basic level of spiral, capabilities-based assessment of individuals and units involves foreseeable capabilities required for joint operations. It can apply to operations and missions that can be reasonably anticipated in advance. Metrics for this basic level are fairly well understood, although rarely implemented fully and routinely in practice. Areas for measuring and reporting the preparation of individuals and units at this basic level include:

- Percent of United States military officers educated and certified in joint operational art

- Proficiency of service units and joint forces according to joint standards prior to and after through deployment

- Percent of major training exercises certified as "joint" by U.S. Joint Forces Command

- Speed and accuracy of distributed mission planning and rehearsal capabilities

- Quantity and quality of new joint operational concepts from joint exercises, experiments, and missions

- Quantity and quality of lessons learned from joint exercises, experiments, and missions

- Number of interagency, intergovernmental, and multinational personnel trained

- Quality of training objectives identified for meeting combatant commanders' needs.

- Linkage of combatant commanders' requirements to the Defense Readiness Reporting System readiness reporting.

- Linkage of Mission Essential Tasks (METs) to Joint Mission Essential Tasks (JMETs).

- Linkage of JMETS to the Universal Joint Tasks List (UJTL).

4.6.1.8.1.   Key Milestone: To be determined.

4.6.1.8.2.   Measure of Success: To be determined.

4.6.1.9.   The second level of metrics responds to needed capabilities that cannot be foreseen and are likely to arise unexpectedly in today's uncertain, asymmetric environment. This adaptive level concerns the ability of individuals and units to expect the unexpected, yet function effectively. Metrics for this adaptive level are keyed to more abstract and less well-understood capabilities than those for tasks, conditions, and standards. They are more concerned with the ability to acquire unanticipated mission level capabilities quickly and on-demand, and are keyed to the cognitive agility and innovative abilities of individuals and units. Areas for measuring and reporting the preparation of individuals and units at this second level include:

- Situation awareness: ability to perceive and comprehend all relevant elements of the current military situation and to project status into near future

- Memory: ability to recall and/or recognize patterns in operational problems for which there are likely solutions

- Transfer of training: ability to apply knowledge and skills learned in one context to another

- Metacognition: ability of an individual or a unit to monitor, assess, regulate, and enhance its own command, control, and communication processes

- Problem solving: ability to analyze the current situation, understand goals, and develop a plan of action to reach them

- Decision making: similar to problem solving but emphasis is on reviewing different plans of action, assessing the probable impact of each, selecting one, and committing resources to it

- Flexibility and creativity: ability to generate, adapt, and modify courses of action rapidly, as required in response to variable situations

- Leadership: patterns of motivational, technical, and interpersonal knowledge and skills that encourage and support others in carrying out a designated plan of action

- Emotional control: the ability to devise and select appropriate plans of action despite states of heightened emotion and stress.

4.6.1.9.1.   Key Milestone: To be determined

4.6.1.9.2.   Measure of Success: To be determined

4.6.1.10.   Initial Operational Capability (IOC) /Full Operational Capability (FOC): To be determined

4.6.1.11.   Dependencies and Linkages: To be determined

4.6.1.12.   Current Situation/Status of Action: Performance measures will be determined and vetted through organizations and working groups responsible for respective capabilities and action items.

4.6.1.13.   POC: Readiness and Training Office, OUSD (P&R), (703) 614-9550.

AP2. APPENDIX 2

ACRONYMS

ADL	**Advanced Distributed Learning**
AO	**Action Officer**
AOR	**Area Of Responsibility**
C&TD	**Concept & Technology Development**
C4I	**Command, Control, Communications, Computers, & Intelligence**
C4ISR	**Command, Control, Communications, Computers, Intelligence, Surveillance, and Reconnaissance**
CIIT	**Capabilities Initiative Improvement Team**
CJCS	**Chairman, Joint Chiefs of Staff**
CNA	**Center for Naval Analyses**
CONOPS	**Concept of Operations**
CONUS	**Continental United States**
CRD	**Capstone Requirements Document**
DAB	**Defense Acquisition Board**
DIMHRS	**Defense Integrated Manpower and Human Resources System**
DIS	**Data Information Service**
DISA	**Defense Information Systems Agency**
DMT	**Deployment Management Team**
DoD	**Department of Defense**
DOT&E	**Director Of Operational Test & Evaluation**
DOTMLPF	**Doctrine, Organization, Training, Materiel, Leadership, Personnel and Facilities**
DPG	**Defense Planning Guidance**
DRRS	**Defense Readiness Reporting System**
DSN	**Defense Switched Network**
DUSD(I&E)	**Deputy Under Secretary of Defense for Installations and Environment**
DUSD(R)	**Deputy Under Secretary of Defense for Readiness**
ESA	**Endangered Species Act**
ESG	**Executive Steering Group**
FFRDC	**Federally Funded Research & Development Center**
FOC	**Full Operational Capability**
GJTI	**Global Joint Training Infrastructure**
HLA	**High Level Architecture**
HQ	**Headquarters**
IAW	**In Accordance With**
InterTEC	**Interoperability Test & Evaluation Capability**
IOC	**Initial Operating Capability**
IPT	**Integrated Process Team**
ISD	**Instructional System Design**

J7	Joint Staff Directorate for Operational Plans and Joint Force Development
JAEC	Joint Assessment and Enabling Capability
JBMC2	Joint Battle Management Command and Control
JCLL	Joint Center for Lessons Learned
JDEP	Joint Distributed Engineering Plant
JDETD	Joint Doctrine, Education, and Training Division
JIPT	Joint Integrated Product Team
JKDDC	Joint Knowledge Development and Distribution Capability
JMETL	Joint Mission Essential Task Listing
JMLDC	Joint Military Leader Development Continuum
JMO	Joint Management Office
JNTC	Joint National Training Capability
JPME	Joint Professional Military Education
JSO	Joint Specialty Officer
JT&E	Joint Test & Evaluation
JTF	Joint Task Force
JTIMS	Joint Training Information Management System
JTS	Joint Training System
JTT	Joint Training Task
LMS	Learning Management System
LVC	Live, Virtual, and Constructive
MC02	Millennium Challenge 2002 (joint field experiment)
MDAPs	Major Defense Acquisition Programs
METL	Mission Essential Task List
METs	Mission Essential Task
MID	Management Initiative Decision
MMPA	Marine Mammal Protection Act
NATO	North Atlantic Treaty Organization
NCES	Network Centric Enterprise Services
NDU	National Defense University
NGO	Nongovernmental Organization
NMCI	Navy/Marine Corps Intranet
OCONUS	Outside of the Continental United States
OPFOR	Opposing Force
OPMEP	Officer Professional Military Education Policy
OUSD (P&R)	Office of the Under Secretary of Defense for Personnel and Readiness
P&D	Production & Deployment
POC	Point Of Contact
POMS	Program Objective Memorandum System
RCC	Range Commander's Council
RRPI	Readiness and Range Preservation Initiative
S&T	Science & Technology

SAG	Senior Advisory Group
SDD	System Development & Demonstration
SJFHQ	Standing Joint Force Headquarters
T2	Training Transformation
TENA	Test and Training Enabling Architecture
UJTL	Universal Joint Task List
USJFCOM	United States Joint Forces Command
USNORTHCOM	United States Northern Command

Intentionally Blank

AP3. APPENDIX 3

RESOURCE MANAGEMENT PROCESS

To be completed by December 2003